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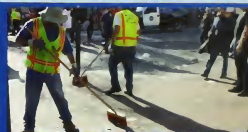
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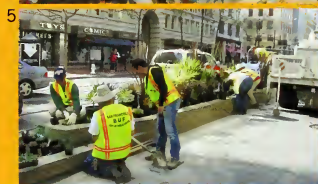
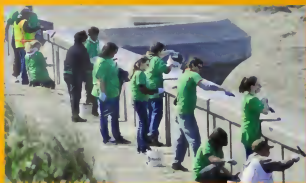
SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

Mayor Edwin M. Lee
Interim Director Mohammed Nu



MAKING SAN FRANCISCO A BEAUTIFUL,
VIBRANT, AND SUSTAINABLE CITY

Annual Report
2010 | 2011



DPW Operation



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Fiscal Year 2010-2011 Annual Report

Edwin M. Lee
Mayor

Amy Brown
Acting City Administrator

Mohammed Nuru
Interim Director, Department of Public Works

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Vision

A world class public works organization that contributes to making San Francisco a beautiful, livable, vibrant and sustainable city.

Mission

The Department of Public Works enhances the quality of life in San Francisco by providing outstanding public service. We design, build, operate, maintain, green and improve the city's infrastructure, public rights-of-way and facilities with skill, pride and responsiveness in partnership with the San Francisco community.



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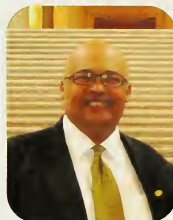
Edwin M. Lee, Mayor

Mohammed Nuru, Interim Director



A Message from the Director

I am pleased to present to you the Fiscal year 2010-2011 Annual Report of the Department of Public Works. In this report, you will learn about the many exciting projects and world-class services we have delivered to San Franciscans over the past fiscal year. Without the significant and valued partnerships we have had with the different city agencies, neighborhood groups, volunteers, merchants and citizens, we would not have been able to accomplish so much and carry out our vision of making San Francisco a beautiful, livable, vibrant and sustainable city.



Before highlighting our accomplishments, I must recognize the work and leadership of our former director, Ed Reiskin, who was appointed Executive Director of the San Francisco Municipal Transportation Agency in August 2011. Under his tenure, Ed's commitment to sustainability, his prioritization of comprehensive public realm improvements, and his leadership and implementation of several technology projects to support operational management has provided the vision necessary to deliver and guide the projects and services that you will read about in this report.

In fiscal year 2010-2011, DPW beautifully orchestrated a post-parade cleanup for the World Series winning Giants considering the logistics, scale, and limited time available. Record numbers of volunteers showed up for our Community Clean Team Chinese New Year event and we honored Charlie Starbuck, a volunteer who has planted over 7,000 trees in the past 30 years throughout San Francisco, at our Arbor Day Clean Team in March. The first year of our new urban gleaning program passed with over 2,605 pounds of fruits and vegetables collected, during the fiscal year, for the San Francisco Food Bank.

On the capital side, we cut the ribbon and broke ground on five libraries, as part of the voter supported Branch Library Improvement Program. Through the Great Streets Program, we introduced the Better Market Street project to the public through a series of informative workshops, unveiled the completion of the Valencia and Leland Streetscape projects, and celebrated the topping off of the new Public Utilities Commission Headquarters.

Looking ahead, I look forward to leading DPW with a commitment to fulfilling our vision: making San Francisco beautiful, vibrant and sustainable city.

Sincerely,

A handwritten signature in black ink, appearing to read "Mohammed Nuru".

Mohammed Nuru

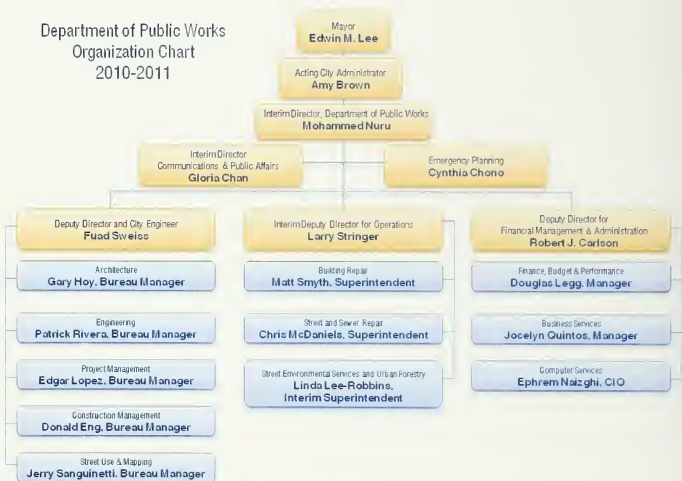
Interim Director of the Department of Public Works



Overview

The Department of Public Works (DPW) is responsible for the care and maintenance of San Francisco's streets and much of its infrastructure. The department designs, builds, resurfaces and cleans streets; plants and maintains city street trees; designs, constructs and maintains city-owned facilities; conducts sidewalk and roadway inspections, constructs curb ramps, provides mechanical and manual street cleaning, removes graffiti from public property; and partners with the diverse neighborhoods in San Francisco. DPW serves San Francisco residents, merchants and visitors 24 hours a day and seven days a week with a workforce of approximately 1,200 employees.

Department of Public Works Organization Chart 2010-2011





Engineering & Architecture

Deputy Director and City Engineer, Fuad Sweiss



The Engineering Division of DPW (DDE) consists of five bureaus with about 500 employees responsible for the planning, management, design, and construction of many of the City's infrastructure and facilities with a current level of active projects valued at about \$2 billion.

Under the department's comprehensive Strategic Plan, the bureaus of Architecture (BOA), Engineering (BOE), Construction Management (BCM), Project Management (BPM), and Street Use & Mapping (BSM) provide outstanding customer service to San Francisco residents, businesses, and client departments through the delivery of world class infrastructure and facilities for the public to use and enjoy.

Fiscal Year 2010-2011 has been a year of achievements to be proud of. All of our bureaus have done excellent work. Over 500 streets were paved or sealed, new streetscapes were completed on Valencia Street and Leland Avenue, 17 blocks of California Street were revamped and over 25 bridges, stairs or other street structures were repaired.

Five renovated branch libraries opened their doors to enthusiastic neighbors, the historic Palace of Fine Arts was fully restored, and major improvements were made to the Moscone Center. New capital projects kicked off such as the Public Safety Building and the Pier 27 Cruise Ship Terminal as well as the repair of neighborhood fire houses. New initiatives managed by BSM such as the Mobile Food Facilities Permit and Parklets have added excitement to San Francisco's neighborhoods.

While we continue to build and manage projects across the City, we are also building and improving our own organization. This past year we began to reorganize our structure in order to achieve higher quality, consistent, and more efficient delivery of projects. The new structure is designed around modern concepts that bring all team members for specific types of projects to work together from project inception to final completion, thus building on the combined strengths of individuals from different bureaus.

We hope that with this integrated approach, we will be able to deliver quality projects more efficiently for our clients and the greater San Francisco community.



Bureau of Engineering

Patrick Rivera, Bureau Manager

BOE provides mechanical, hydraulic, electrical engineering and landscape architectural planning design, and consultation services for a range of capital improvement projects. The Bureau also manages infrastructure programs for the repair, renewal and maintenance of City maintained streets, the sewer system, wastewater treatment plants, water facilities, street structures, and streetscapes, wastewater delivery, water facilities.

This fiscal year, clients included the Fire Department, Recreation and Park Department, the Municipal Transportation Agency (MTA), the SF Public Utilities Commission (SFPUC), the Department of Public Health, the San Francisco General Hospital, the San Francisco Public Library, the Airport, the Youth Guidance Center, the Port, Mayor's Office on Disability, the Department of Building Inspection, and the Redevelopment Agency.

Hydraulic Engineering

This Section responds to sewer emergencies and flooding/odor complaints; develops and maintains the Sewer Geographic Information System; reviews submittals from developers; provides support to the SFPUC to improve sewer flow conveyance and collection system asset management, and assists the SFPUC in development of its Sewer System Master Plan. During the fiscal year, Hydraulic engineers designed and awarded 24 projects totaling \$78 million. These projects focus primarily on upgrading the citywide collection system implemented by the SFPUC 5-year Capital Improvement Program and Repair & Replacement Programs.

Highlights include:

- Various Locations Sewer Replacement and Pavement Renovation No.1
- Bromley Place Sewer Replacement
- Polk Street Emergency Sewer Replacement
- Various Locations Pavement Renovation No. 13 And Sewer Replacement
- 21st/23rd/24th/Hampshire/York/Utah Streets And San Bruno Ave Sewer Replacement
- Baker/Grove/Cole/Clayton/Waller/Duboce/Henry Streets Sewer Replacement
- Winfield St Pavement Renovation and Sewer Replacement
- Bush Street Sewer Replacement and Pavement Renovation
- Baker/Blake/Cook/Broderick/Washington/Francisco Streets Sewer Replacement
- Church and Duboce Track Improvement Project
- Auburn Street Sewer/Water Replacement and Pavement Renovation
- Waller Street Sewer Replacement
- Various Locations Pavement Renovation No. 14 & Sewer Replacement
- 18th Street Emergency Sewer Replacement
- Post Street Emergency Sewer Replacement
- Spot Sewer Repair Contracts No. 24 & 25
- Colon/Greenwood/Plymouth/Southwood/Wildwood/Miramar Sewer Replacement
- Sunnydale Auxiliary Sewer Project, Phase I
- Cesar Chavez Street Sewer System Improvements - Phase I
- Islais Creek Maintenance Facility
- Third Street Light Rail, Phase II Central Subway- Contracts 2 & 3
- Newcomb Streetscape Improvements
- Helen Diller Playground at Mission Dolores
- Various Drainage Work Design for Pavement/Streetscape Improvement Projects & Recreation/Park Department Improvement Projects



Sunnydale Auxiliary Sewer Project Phase I (\$37.4 Million)

In September 2010, contractors began construction work on the new auxiliary tunnel line (size ranging from 96" to 114" in diameter) in the Visitacion Valley area. The objective is to minimize flooding incidences within the Sunnydale service area during significant wet weather events. The tunnel will be excavated through trenchless means using an Earth Pressure Balance Tunnel Boring Machine (TBM), microtunneling techniques and pipe-jacking methods. The location of the work begins at Sunnydale Avenue and Bayshore Boulevard heading eastward to tie-in to the existing structure at Harney Way and Alana Way. Upon completion of the subject work, construction work west of Sunnydale Avenue and Bayshore Boulevard will begin under the contract Sunnydale Auxiliary Sewer Project, Phase II.



- 1- Middle shield portion of TBM lowered into trench at Harney & Alana Way
- 2- Trailing gear track for TBM within trench at Harney & Alana Way
- 3- Front shield portion of TBM lowered into trench at Harney & Alana Way

Bush Street Sewer Replacement and Pavement Renovation (\$2.2 Million)

Two sewer rehabilitation methods were constructed on the existing 3' x 5' brick sewer segments along four blocks of the Bush Street corridor, stretching from Divisadero Street to Franklin Street. The first was the addition of composite-cement mortar to the inner wall on approximately 1,750 linear feet of sewer. The second was the addition of a cured-in-place liner on approximately 950 linear feet. This trenchless technique minimized construction impacts to the public, eliminated open-cut excavation and avoided potential underground utility conflicts. Open-cut excavation was conducted on the remaining four blocks due to structural inadequacy of the existing sewer. Upon completion of the sewer installation, curb-to-curb street resurfacing was conducted.

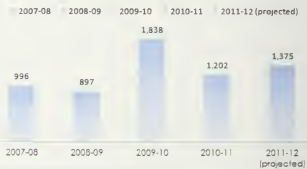


19th Street and Castro Street (northwest corner) before and after Construction (Prop K FY08-09 allocation)

Curb Ramps (\$7.4 Million)

DPW maintains approximately 7,200 street intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or fully accessible. All public and private paving and construction projects are required to provide compliant curb ramps. Curb ramp specific projects are also constructed through the DPW Curb Ramp Program, with priority given to locations requested by persons who are disabled. Coordination with the Mayor's Office on Disability and other city departments ensures efficient design and construction services. DPW evaluates the entire intersection to provide properly located curb ramps that comply with departmental standards and regulatory requirements. This year, 1,202 curb ramps were constructed in neighborhoods citywide under DPW's design and construction services.

Number of Curb Ramps Installed by DPW





Mechanical-Electrical Engineering

DPW's mechanical and electrical engineers perform a variety of services for the improvement and enhancement of several public facilities as well as portions of the City's infrastructure. Several infrastructure projects designed by the Mechanical-Electrical Section are highlighted below:

Lawrence Livermore National Laboratory & Phase II Thomas Shaft Improvement Project

In 1987, the San Francisco Public Utilities Commission entered into a contractual agreement with Lawrence Livermore National Laboratory (LLNL) to deliver potable water to LLNL's Site 300 from the Thomas Shaft station of the Hetch Hetchy Aqueduct. The LLNL Water Quality Improvement Project scope included the installation of two 30 horsepower submersible well pumps, two UV reactors, one surge tank, and water quality monitoring devices. The Phase II Thomas Shaft Chlorination Facility Improvement Project scope included the installation of new fiber-reinforced plastic ladders and guard railings to three existing chemical storage tanks, new exterior steel staircase, cast-in-place concrete landing, chain-link fencing, and the construction of a new cast-in-place concrete vent structure and sampling facility addition. DPW completed the construction of this project in March 2011.



Vista Francisco Pump Station Upgrade

The Vista Francisco Pump Station Upgrade is part of the SFPUC's Water System Improvement Program (WSIP); which aims to repair, replace and seismically upgrade the Hetch Hetchy Water System. The project scope included demolition of the existing building; replacement of hydro-pneumatic tanks with two 7,250 gallon tanks; construction of a new, reinforced concrete building with bridge crane, new pumps, sprinkler system, new electrical system, new stand-by generator, replacement of the surge system, security fencing and monitoring systems; landscaping and other site work. This project provides the necessary facilities to support the Supervisory Control and Data Acquisition (SCADA) project by adding automation where needed. DPW completed the construction of this project in September 2010.





Anza Branch Library



Merced Branch Library

Leadership in Energy and Environmental Design (LEED) Projects

This section, in keeping with DPW's strategic plan, strives to lead in the design of environmentally green facilities. This year, construction was completed for two of five projects designed to meet LEED Silver Certification standards. Ribbon cutting ceremonies were held to celebrate the re-opening of the Merced Branch Library in May 2011 and the Anza Branch Library in June 2011. Both of these existing facilities were gutted and re-engineered with energy efficient mechanical and electrical systems.



Clarendon and Panorama – New Traffic Signal

Clarendon and Panorama Traffic Signal Project (\$179,188)

The Clarendon and Panorama Traffic Signal Project is part of the San Francisco Municipal Transportation Agency Safety Program and the Safe Routes to School Program. It was funded by a state Safe Routes to School grant with a local funding Proposition K match. The project scope includes traffic routing work; furnishing and installing poles, conduits, pull boxes, wiring, vehicle and pedestrian signal faces, pedestrian push buttons, signal mounting assemblies, and intersection controllers; other electrical work and painting and the restoration of existing curb ramps. DPW completed construction in December 2010.



California Street
Cable Car Systems
and Pavement
Renovation Project

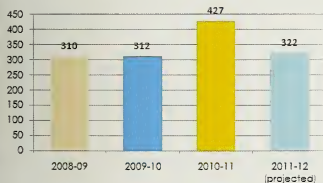


Street Resurfacing (\$50.6 Million)

This past year, the DPW successfully designed, paved, and rehabilitated 427 blocks and flex sealed another 101 blocks through the Street Resurfacing program, which provides safe, smooth, accessible and high quality streets.

BOE maintains approximately 878 miles of streets, comprised of 12,855 blocks. The program consists of paving; concrete base repair; sidewalk, curb, and curb ramp reconstruction; and concrete parking strip repair. The work is collectively completed in coordination with utility companies to minimize excavation conflicts. The program links its street resurfacing work with the department's Pavement Management and Mapping System (PMMS); which sets priorities for City-maintained streets based on factors such as pavement condition, type of street use and transit routes.

Number of Blocks Paved by
DPW FY 10-11



The division also improved maintenance coordination, kept the public informed of new street construction projects and minimized construction impacts to the public. In high-density areas, staff worked nights and weekends to minimize disruption to residents and businesses. Timely street paving results in a smooth ride for transit riders, pedestrians, motorists and bicyclists and increases the quality of life for San Franciscans, while decreasing the tax burden for future generations.



Water Sanchez and Hight Streets Pavement Project



Woodside & O'Shaughnessy Pavement



Landscape Architecture Design

This year landscape architects planned, designed, and renovated many spaces within the City's rights-of-way, parks, plazas, open spaces and other landscaped areas.

Highlights include:

- Newcomb Avenue Improvements
- Balboa Streetscape Improvements
- McCoppin Square Renovation
- West Sunset Playground Renovation
- Potrero Hill Recreation Center Site Improvements
- Sue Bierman Park
- Palace of Fine Arts Landscape Site Improvements
- Golden Gate Park Carrousel Site Improvements



Palace of Fine Arts

Palace of Fine Arts Landscape Site Improvements (\$2.9 Million)

A grand opening of the final phase for the renovation of the Palace of Fine Arts was held in February 2011. The historic buildings and landscape were fully restored to their original grandeur. The landscape architecture section designed the site-work, following historic preservation guidelines, while using modern and durable materials. Special paving, planters, new accessible pathways and landscape plantings completed this long awaited restoration. Neighbors and visitors alike can now fully enjoy the amenities of one of the City's top attractions. This work was completed on behalf of the Recreation and Park Department.



Golden Gate Park Carousel Site Improvements (\$1.2 Million)

In 2002, the Recreation and Park Commission approved a conceptual master plan for the Golden Gate Park Children's Playground (Koret Children's Quarter). The playground renovation was the initial phase of this project, completed in 2007. In Spring 2010, the Recreation and Park Department secured Proposition 40 State Grant Funds for the carousel plaza renovation with the State of California.



The project was completed in June 2011 and the work scope included replacement of the large asphalt plaza with a spectacular pattern of integrally colored concrete; ornamental stone walls and stairs; a secure and screened trash and recycling storage area; landscape irrigation and planting with new site furnishings. Art tiles made by the Sharon Art Studio were incorporated into the new stairs and seat walls. The carousel remained open to the public during the construction period.

Structural Engineering

The Structural Engineering Section provides planning, consultation, and structural and geotechnical engineering design and construction support services for a variety of projects including sewer repairs, roadway structures, retaining walls, building renovations, seismic strengthening, and new facilities and structures.

This year, we completed numerous design projects and construction projects. Several of these projects are highlighted below:

Chinese Recreation Center

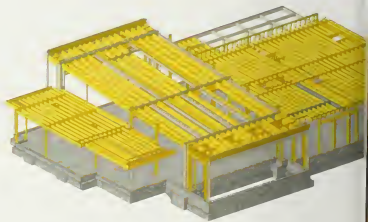
DPW provided structural and geotechnical engineering services for the design of the new Chinese Recreation Center. Currently in construction, the recreation center is located at Washington and Mason Streets on Nob Hill. The project includes the erection of a new one-story gymnasium and a three-story clubhouse. Designed as one building, the lateral system will be comprised of special concentrically braced steel frames over special reinforced concrete shear walls that are supported on torque-down piles interconnected by grade beams. The gravity system will be comprised of: steel roof decks over steel beams and columns, third-floor steel decks with concrete fill over the steel beams and columns, and second-floor concrete slab over concrete beams and columns found on piles.



Chinese Recreation Center construction

Cayuga Clubhouse

DPW provided structural and geotechnical engineering services for the design of the new Cayuga Clubhouse located in Cayuga Park. The 4,000 square foot clubhouse will replace the existing, one-story, 2,500 square foot building. The superstructure of the new clubhouse is framed with both timber and structural steel. The large and flexible multipurpose room, which supports a living roof above, is laterally braced with three steel special-moment-resisting-frames in the transverse direction. The rest of the building is laterally braced by plywood shear walls. The soil under the entire clubhouse is improved by vibro-replacement stone columns to mitigate seismic induced differential compaction. The design drawings were completed using Revit, a three-dimensional drafting software package.



Cayuga Clubhouse Rendering



Pier 80 Security Light Poles

DPW provided geotechnical engineering services for the design and construction of three light poles at Pier 80. Four 80-145 foot long steel pipe piles (torque down piles) were installed for each of the light poles. Deep piles were needed due to the thick depth of the very soft bay mud.



University Mound Reservoir



University Mound Reservoir

DPW provided geotechnical engineering services for the design and installation of over 500 45-foot long micropiles as part of the seismic retrofit of the SFPUC University Mound Reservoir.



Street Structures Inspection and Repair Program (\$1.75 Million)

DPW maintains over 300 street structures in San Francisco. Street structures include tunnels, bridges, overpasses, underpasses, viaducts, stairs, retaining walls, and miscellaneous structures. DPW is responsible for maintaining these structures in good operating condition to ensure public safety. The purpose of the Street Structures Inspection and Repair program is to ascertain the structure's physical condition and to determine its need for maintenance and repair. Street structures are rated and entered in the inventory of the program to indicate their deficiencies, structural adequacy, and overall general condition. This year, DPW designed and repaired over 25 street structures.

Bridge and tunnel repairs:

- Bridge Preventive Maintenance Program
- 3rd Street Bridge- Metal deck bolt repair and replacement
- 3rd Street Bridge- Cleaning and painting of structural steels

Retaining wall and guardrail repairs:

- Jones Street retaining wall
- Diamond Heights Boulevard vehicular guardrail
- Clayton Street guardrail
- Castro Street guardrail
- Roosevelt Street guardrail
- Peralta Street wall
- Montclair Terrace wall





Stairway repairs:

- Duncan Street
- Chestnut Street
- San Jose Avenue
- Highland Street
- Richland Street
- Vulcan Street
- Farnsworth Lane
- Detroit Street
- Castro Street
- Filbert Street
- Saturn Street
- Green Street
- 16th Avenue
- 3rd Street



San Jose Avenue stairway – before and after

Mason Street Bridge at Broadway



Bridge Preventive Maintenance Program

In addition to the routine inspections and maintenance of street structures, DPW continued the Bridge Preventive Maintenance Program (BPMP). Through federal grants administered by Caltrans, DPW completed the surface repair of six bridges.

On June 1, 2011, the repairs and resurfacing of the Mason Street and Hyde Street Bridges were completed in one 24-hour period. To take advantage of a planned shutdown of the cable cars to run on these two bridges, DPW worked closely with SFMTA and the contractor to complete the work. The scope of work included removing delaminated concrete, preparation of exposed steel reinforcement, performing spall repairs and placing polyester concrete overlay. The repairs will prolong the service life of these more than 50 year old, city-owned bridges.



Corbin Place Stairway Replacement (\$210,000)

DPW, through the Street Structures Inspection and Repair Program, completed the construction of a replacement stairway at Corbin Place. Located between 17th Street and Corbett Avenue, the stairway replacement was completed under budget and on time.



Before and After of Corbin Place Stairway Replacement

Valencia Streetscape Improvement (\$6.1 Million)

Completed in 2010, the Valencia Streetscape Improvement Project, between 15th and 19th Streets, provides sidewalk improvements on both the east and west sides of Valencia Street. Improvements include: removal of the striped center median, better spaced and more accommodating curbside loading zones for trucks, improved traffic, parking and bicycle lane alignment, sidewalk widening, bulb-outs, pedestrian scale lighting, and public art.

The purpose of the project was to provide residents and visitors with safe and easy access to businesses, schools, shopping and regional transit connections, enhancing the sense of place with a unified ribbon of streetscape improvements.

Three major goals were identified for Valencia Street through the planning process:

- Improving the commercial corridor by providing a more pleasant pedestrian and bicycling experience
- Making Valencia Street a safer environment with more usable sidewalk space, improved bike and traffic lanes, and sidewalk amenities
- Maintaining the diversity of the neighborhood and balancing the needs of all of the community elements, bike racks, kiosks and new street trees.

Valencia Streetscape Improvement Project





Leland Avenue Streetscape Improvement (\$4.2 Million)

Leland Avenue is the civic and commercial heart of the Visitacion Valley neighborhood. Completed September 2011, the Leland Avenue Streetscape Improvement Project includes pedestrian lighting, new street trees and other plantings, corner bulb-outs at intersections, sidewalk paving, crosswalk improvements, street furniture, storm water management facilities and public art. The streetscape design arrived as a result of a collaborative community process that took place from Fall 2005 to Winter 2006.

Five major goals were identified for Leland Avenue through the planning process, including the following:

- Create a green connector between the Visitacion Valley Greenway and the new Schlage Lock redevelopment site
- Improve the district's identity and appearance
- Create better pedestrian connections to transit
- Enhance pedestrian safety and conditions
- Increase the economic viability of small businesses on Leland Avenue

Leland Avenue is the first street redesign in San Francisco to incorporate sustainable storm water management practices utilizing Low Impact Development (LID) to:

- Convert hardscape to softscape
- Provide bio-filtration
- Reduce volume and peak flow of storm water
- Reduce contribution to City's combined sewer system



Better Market Street Project (BMS)

The goal of the project is to revitalize Market Street from Octavia Boulevard to The Embarcadero and reestablish the street as the premier cultural, civic and economic center of San Francisco and the Bay Area. The new design should create a comfortable, universally accessible, sustainable, and enjoyable place that attracts more people on foot, bicycle and public transit to visit shops, adjacent neighborhoods and area attractions.

In May 2010, the BMS team hosted a series of public workshops and webinars encouraging people to provide their input and vision on how to transform Market Street into a world-class, vibrant corridor. Online webinars were available for those unable to attend the workshops where participants were able to login online, and in real-time, learn about the project, ask questions, and give feedback to the BMS project team.

The Better Market Street project offers a special opportunity to envision a new Market Street; one that can potentially include enlivened public plazas and sidewalks full of cafes, public art and performances, dedicated bicycle facilities; continued efficient and reliable transit.

The BMS Project is the collaboration of several city agencies, led by DPW, including the SF Planning Department, SF Municipal Transportation Agency, SF County Transportation Authority, and Mayor's Office of Economic and Workforce Development.



Public workshop at Hotel Whitcomb



Public workshop at Hotel Whitcomb



Bureau of Architecture

Gary Hoy, Bureau Manager

The Bureau of Architecture (BOA) provides comprehensive planning, management and architectural services for the modernization and renovation of the City's buildings as well as the development of new facilities and urban space for public use. The bureau includes a staff of 50 architectural professionals including 26 licensed architects, and 20 associates, assistants and 10 support staff. The team-based organization comprised of four design studios, each led by senior architects, affiliated with specific clients. Environmentally sustainable architecture is a key priority. The bureau has 30 Leadership in Energy and Environmental Design (LEED) Accredited Professionals on staff and provides consultation for LEED certification to meet or exceed the City's Resource Efficient Building ordinance. Their diversity enables the team to outreach to all the City's stakeholders.

Summary of Fiscal Year Activities

Statistics for the Year

In spite of the economy, BOA maintained a steady demand for services, which resulted in more than 100 active projects. BOA, in conjunction with Bureau of Project Management (BPM), advertised more than \$50 million in new projects (including \$1.6 million through the Bureau of Building Repair (BBR) and \$2.8 million through Job Order Contracts (JOC)), finished construction on over \$30 million of projects, and continued work on an equivalent value of projects in both design and construction. BOA also assisted the Public Utilities Commission (PUC) with the bid and award of an additional \$37 million in other projects during the year.

Performance Measures

BOA's performance is measured by the ability to estimate construction costs, and limit change orders due to errors or omissions (E&O) in the contract documents to less than three percent. These two measures are shared with the Bureau of Engineering (BOE) as designers. A third measure is the completion of projects within the construction schedule, a goal shared with the Bureau of Construction Management (BCM).

Estimating construction costs was difficult with the economy in flux but most of the bids were well below estimates. Nine building projects were advertised this year, with only one exceeding the estimate range (which was a Micro, Local Business Enterprise (MLBE) Set Aside). 100% of the projects were awarded after one bid, which met DPW's goal. Overall, bids averaged 87% of the Architecture/Engineer estimate, reflecting the competitive bid climate.

For the E&O measure; 8 of 10 building projects were finished within the three percent threshold for change orders due to errors and omissions equating to an 80% record for fiscal year 2010-2011 vs. the 100% goal. The E&O for buildings was higher than the DPW average (including roads and parks) due to the complexity and number of trades. It tracked 2.24%, slightly higher than the rolling three-year average of 1.71%.

Schedule conformance improved this year as 61% of the projects were completed within the range, better than the three-year average of 44%.



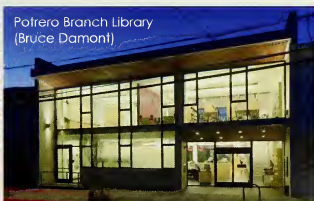
Awards

BOA's staff was recognized, along with BPM/BOE/BCM, by the Northern California Chapter of American Public Works Association (APWA) with awards for two Historic Preservation Projects: The Eureka Valley/Harvey Milk Memorial Branch Library and the Bernal Heights Branch Library in the over \$15 million and under \$5 million categories respectively. The Bernal Heights Branch Library was subsequently awarded project of the year by the National APWA.

The San Francisco Chronicle, John King, the architectural critic and writer opined that the Potrero Branch Library (designed by BOA) was one of the ten best projects of the year, "San Francisco's Bureau of Architecture worked wonders with a mid-block library on Potrero Hill from 1951, turning the dilapidated structure into a glassy beacon of literacy - including panoramic walls at the rear that showcase the city beyond. Bureaucracy at its best."



Bernal Heights Branch Library
(Michael Kromat)



Potrero Branch Library
(Bruce Damont)



Eureka Valley/ Harvey Milk
Memorial Library
(Michael Kromat)

Sustainability

In alignment with DPW's Strategic Plan, BOA continued to implement more sustainable architecture with four branch libraries near completion in construction and tracking to comply with LEED Silver ratings. BOA completed a green roof atop the City's newest office building, One South Van Ness. BOA also managed the tenant improvements on the 6th floor of this building for the San Francisco Municipal Transportation Agency (SFMTA) and General Services Agency (GSA), which received LEED-CI certification for interiors. Two branch libraries were completed, which are tracking to LEED Silver (Merced and Anza). In cases where LEED certification is not possible or required, BOA continues to apply sustainable design principles in the selection of materials and finishes to improve the City's environmental quality for both its employees and residents.



Green roof at One South Van Ness



Programs of Service

City-wide Capital Planning

Annually, BOA assists the General Services Administration and Capital Planning Program in the development of the City's 10-year Capital Plan, as well project development of the annual Capital Improvement Project (CIP) budget and schedule for future General Obligation Bond proposals.

This year, BOA assisted the War Memorial Performing Arts Center and the San Francisco Opera to secure \$130 million in funding for the seismic upgrade and an additional \$20 million in proceeds for tenant improvements of this historic



War Memorial Performing Arts Center

Job Order Contracting

BOA's Job Order Contract (JOC) Program continues to play a role in streamlining and expediting the process of constructing small building projects. This fiscal year, BOA issued four new JOC contracts with a total value of \$6.5 million. Two were Micro-LBE Set-Aside contracts and one an American Recovery and Reinvestment Act funded contract. Total construction awarded through the program since the first JOC contract in 2003 was \$36.8 million with \$2.8 million of task orders issued this year.

The JOC program has been successful in expediting several construction projects including the Pier 22-1/2 SFFD Fireboat Sewage Ejection System project. It was crucial that the fireboat crew took occupancy of the station within a month of the project's initiation through JOC; JOC issued Notice to Proceed (NTP) within 15 days and the project finished within another 15 days.

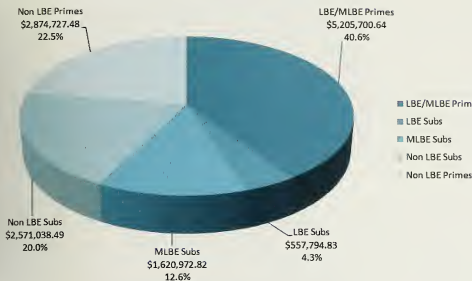
This year, JOCs were used for the San Francisco County Jail cell safety upgrades, various projects for the San Francisco General Hospital Ward 6G Surgical Light Installation, the Eureka Valley Branch Library lighting, re-roofing at SF Port's Pier 80 Shed A, Potrero Hill Health Center exterior renovation, new public restrooms at Pier 35 and multiple Recreation and Parks Department projects.



San Francisco General Hospital Ward 6G Surgical Light Installation



DPW Job Order Contracts LBE Utilization for Master Agreements (2007 - To Date)



The JOC program has proven to be a very successful vehicle for Local Business Enterprise (LBE) participation as 57.5% of the dollar value of work is contracted to either LBE Primes or LBE sub-contractors.

Architectural Services

BOA's major clients continue to include the Recreation and Park Department, the San Francisco Public Library, the Public Utilities Commission, and the General Services Administration. In addition, BOA is working with consultants and BOE on the Port's new Cruise Terminal on Pier 27 providing LEED administration and participates in the facility's design. Work for each of these clients is detailed below.



Green Roof at One South Van Ness

Real Estate Projects

Improvements continued at the City's recently acquired property at One South Van Ness. BOA completed the fire alarm, energy efficiency and water conservation improvements and continued the LEED EB certification process of this 600,000 square-foot office building. BOA also completed the design and construction of a bike room in the basement garage to accommodate over 100 bikes and completed a replacement 'living roof' with rainwater harvesting for irrigation and beekeeping facilities.

Two projects were completed at 30 Van Ness Avenue: A new fire alarm system and replacement of the carpet on the fifth floor.



SF Public Utilities Commission Projects

This year, BOA continued to support PUC with architectural services for their Ground and Recycled Water Distribution Systems within the City and County of San Francisco. These systems will provide an alternative source of non-potable water to the City for irrigation of parks and landscaped areas around City facilities. Construction began on the Ground and Recycled Water project to irrigate the golf course at Harding Park and the Lake Merced Pump Stations are 70% complete.

BOA completed the interior renovations of PUC's Millbrae Yard and BOA and BOE are assisting PUC in the preparation for the master plans for both the Sunol and Millbrae Yards. The master plans call for improvements in land-use and new facilities in both yards, including a visitor center in Sunol and a water quality laboratory in Millbrae.

Mayor's Office on Disability

BOA continued to work with the Mayor's Office on Disability and completed several projects this year as part of the City's Americans with Disability Act (ADA) transition plan. These included new signage at City Hall, and the Sheriff's Department Women's Re-entry Center. Design was completed on a series of accessibility improvements at Union Square with construction continuing next year.

War Memorial Performing Arts Center

In addition to securing funds for the Veterans Building Seismic Upgrade (see City-wide Capital Planning above), BOA assisted the WMPAC with both the design and construction of ADA improvements to the Davies Symphony Hall through a JOC Contract and the re-carpeting of the Herbst Theatre in the Veterans Building. This latter project was installed by DPW's BBR soft flooring crew during a very tight schedule, between performances.



Department of Emergency Management

BOA continued with design and construction services for the renovation of the 911 Call Center at the Department of Emergency Management's headquarters on Turk Street. Following last year's successful completion of the Emergency Operations Center, construction was initiated for the renovation of the second floor of the 911 Dispatch Center at 1011 Turk Street. Originally completed in 1999 by BOA, this highly technical call taker and dispatch center is being modernized with new computer aided dispatch equipment and furniture systems.



SFGH first floor inpatient lobby restroom renovation



SOAR rendering



Department of Public Health (DPH)

BOA continued its work on ADA improvements at San Francisco General Hospital (SFGH) and neighborhood health centers under the direction of the Mayor's Office on Disability to complete work identified in the City's ADA Transition Plan. Working with the DPH, BOA has helped leverage ADA funding into major improvements at health centers and completed work at the Potrero Hill Health Center.

Improvements to several projects at SFGH's campus were completed including: the Building 80/90 loading zone, Building Five emergency room (ER) triage renovation, Ward 6G surgical lights, chapel renovation, first-floor inpatient lobby restroom renovation, 4B Traumatic Brain Injury restroom, 1X65 Radiology Digitizing Lab, 1X41 restrooms, and the Mental Health Rehabilitation Facility's trash compactor.

BOA completed design and secured a \$9.5 million federal grant for the San Francisco Office of AIDS Renovation (SOAR) and awarded a contract for construction under the City's Construction Management/General Contractor (CM/GC) contracting statute.



Bureau of Construction Management

The Bureau of Construction Management's (BCM) core responsibility is to oversee and ensure that Public Works construction projects are completed in a timely manner; follow city, state, and federal guidelines and codes; are consistent with technical plans and specifications and are completed within budget while minimizing the impacts of construction on residents and businesses.

The Bureau's engineers, architects, and inspectors provide a wide range of construction management services and expertise for City departments including San Francisco's Municipal Transportation Agency, Public Utilities Commission, Fire Department, Recreation and Parks Department, and Public Library. BCM's quality control efforts include materials testing, environmental services, and the enforcement of all construction and building codes.

Street Repaving and Streetscape Projects

BCM managed the renovation and construction of repaving projects and streetscape improvements. The group ensured that the rehabilitation of the roadway, repair of the sidewalk curbs and parking strips, the construction of curb ramps, installation of traffic calming features such as bulb-outs; sidewalk widening, street lighting, pedestrian countdown signals, crosswalk treatments, and landscaping are completed according to plans, guidelines, and specifications.

Projects managed this year, include:

- California Street Cable Car Infrastructure Improvement Project
- Waller, Sanchez and Steiner Streets Pavement Renovation
- Valencia Avenue Streetscape Improvement Project
- Leland Avenue Streetscape Improvement Project



Waller, Sanchez and Steiner Streets Pavement Renovation



Paving on Holloway between Harold and Junipero Serra



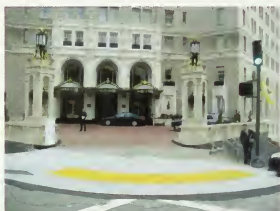
Paving on O'Shaughnessy between Portola and Bosworth



California Street Improvement Project

In 2010, BCM was called upon by SFMTA to provide construction management services for the California Street Cable Car Infrastructure Improvement Project, which started a yearlong endeavor to improve the City's cable car systems and infrastructure along California Street and adjacent streets.

BCM and SFMTA began collaborating on the project's cable car and public utilities improvements and worked together in partnership with NTK Construction to foster good relationships with prestigious local hotels, communities and the general public to deliver a safe, clean, and successful project. The improvement project was completed in June 2011.



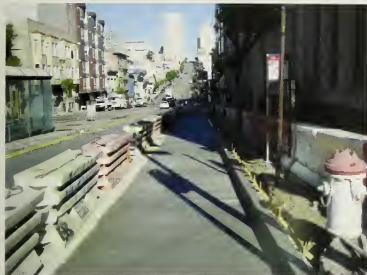
Driveway-curb ramp at the grand entrance of historic Mark Hopkins Hotel, located at California & Mason, were upgraded in compliance to ADA standards. Reconstruction work was a success due to



On January 11, 2011, concrete pavement renovation began at the first block on California, between Mason and Powell Streets. Four blocks of concrete pavement were upgraded on California between Mason and Kearny Streets. Concrete curing took at least 72 hours after each pour and no traffic was allowed on the fresh concrete until the curing process was completed and the concrete achieved the required strength.



During Phase One of construction, the damaged sidewalk, curb, gutter and parking strip near California and Van Ness were reconstructed while the California Street Cable Car was in operation.



A new parking strip and curb were constructed on California Street, near the California Cable Car Stop at California and Van Ness. Triton barriers were used to block off the construction area.



Center lanes on California, between Drumm and Davis Streets, were completely closed off for Cable Car track upgrades. Traffic routing was set up 24/7 for MTA's gypsy pit and track work. One vehicular traffic lane was opened in each direction of California Street. Suspending Cable Car operation was the only way construction work could have taken place safely between the tracks' right-of-way.



A 15-inch diameter vitrified clay pipe (VCP) sewer line was upgraded on California, between Mason and Powell, by the contractor NTK. Open-trench sewer work was completed prior to street renovation.



Recreation and Park Department

BCM managed a number of recreation center and playground projects. Engineers ensured that every detail of a project adhere to current laws and comply with existing guidelines and plans.

BCM managed construction projects for the RPD at:

- Chinese Recreation Center (1)
- Golden Gate Park Carousel (2)
- Japanese Tea Garden (3)
- Music Concourse Fountains (4)
- Palace of Fine Arts (5)
- Park Aid Station (6)
- Polo Fields at Golden Gate Park (7)





Branch Library Improvement Program

DPW manages the Branch Library Improvement Program (BLIP) for the San Francisco Public Library. By providing project management and construction oversight, DPW is overseeing the largest building campaign in San Francisco Public Library history. The program includes the construction and renovation of 24 branch libraries (16 renovations and eight new buildings) and will provide seismically safe, accessible, technologically updated, and code compliant branch libraries in every neighborhood.

DPW provided construction management services to the Anza, Golden Gate Valley, Merced, Ortega, Park, Parkside, and Visitacion Valley branch libraries this fiscal year.



Installation of windows on Anza Branch Library

Site Assessment and Remediation Division

Through its Site Assessment and Remediation Division, BCM provides a range of environmental and construction services for client departments such as site history and investigation, risk assessment, environmental planning, compliance, monitoring and mitigation, oversight and abatement of hazardous materials, sediment characterization and coastal engineering, environmental site remediation of soils and groundwater, permitting and removal of underground storage tanks and other inspection and testing of materials.

Materials Testing Laboratory

BCM provides professional quality control services through its Materials Testing Laboratory, which is a fully certified testing laboratory that ensures construction materials used on all City projects are in compliance with contract plans and specifications.



Materials Testing Lab inspector



Bureau of Project Management

Edgar Lopez, Bureau Manager

DPW's Project Management Bureau (BPM) is responsible for delivering major capital projects through planning, design, regulatory approval, and construction processes. The bureau delivers a variety of projects on behalf of City agencies including the San Francisco Public Library (SFPL), Public Utilities Commission (SFPUC), Department of Public Health (DPH), Convention Facilities Department, the Port of San Francisco, and the Police and Fire departments.

Major capital projects are funded through local, state or federal public financing programs and, occasionally, in combination with local matching or private funds. BPM employs a team of architects and engineers who possess the skills, knowledge and experience to deliver complex capital projects with aggressive schedules and extensive review and approval processes. The bureau delivers major capital projects across all City departments and is a recognized innovator in public and private project delivery that contributes to making San Francisco a beautiful, livable, vibrant, and sustainable city.

Earthquake Safety and Emergency Response Bond Program (ESER 1 - \$412.3 Million)

DPW is managing the development of the Earthquake Safety and Emergency Response (ESER 1) Bond Program as an initial step to implement the Justice Facilities Improvement Program (JFIP) and improve the Fire Department's capacity to fight fires.

The purpose of the ESER bond program is to enhance earthquake safety and emergency response by ensuring that police and fire facilities and infrastructure are uncompromised in their mission to ensure the safety of lives, particularly after a major earthquake or other disaster. Another goal of this program is to enhance a prompt return of the City to normalcy by seeking to protect the existing housing stock and the economic engine of our City.

The three components of the ESER bond include:

- Seismic strengthening of the above and below ground facilities of the San Francisco Public Utilities Commission's Auxiliary Water Supply System
- Seismic strengthening and facility renewal of selected fire stations
- The new Public Safety Building

DPW is working with partners and consultants to plan, design, construct, and manage these projects consistent with the commitments made to voters in the ESER Bond; which was passed in June 2010.



Public Safety Building (\$239 Million)

DPW is overseeing the Public Safety Building (PSB) project which relocates the San Francisco Police Department command center headquarters and the Southern District police station, and provides a new fire station for the Mission Bay community. This building is part of the Earthquake Safety and Emergency Respond Bond which was passed in June 2010 and includes the historic rehabilitation of Fire Station #30 to provide a community meeting room and an office for the fire department's Arson Task Force. This project of approximately 290,000 square feet is designed for LEED Gold-level certification and operational resiliency to enable police leadership to promptly and properly coordinate public safety services in the city after a major earthquake and for decades to come. The project will be delivered employing the City's Integrated Project Delivery approach that places the Architect and Engineering consultants in a collaborative relationship with the Construction Manager and General Contractor. Construction will begin in December 2011.



Neighborhood Fire Stations (\$65 Million)

Fire Station renewal work has historically been underfunded has resulted in a significant backlog of renewal needs. Preliminary assessment has identified 20 of the 42 active stations to receive improvements via the ESER bond. DPW's Project Management team is providing detailed planning to identify a focused expenditure of bond funds on scope that is both strategic and cost-effective. Construction is scheduled to begin in Fall 2011.



The renovation strategy is to address 16 stations plus four alternate stations, with one of three levels of improvement:

- **Focused Scope:** To correct severe deficiencies of selected building components to assure station functionality for eight to 10 years;
- **Comprehensive:** To correct all deficiencies related to emergency response and health and safety issues and to renovate, renew or replace major building systems to assure station functionality for 15 or more years;
- **Seismic:** To improve seismic performance to conform to current building regulations and complete comprehensive renovation.



Renderings created by HOK

Moscone Center Capital Improvement Program (\$56 Million)

DPW's Project Management Bureau is working with the San Francisco Tourism Improvement District Management Corporation (TID) to implement a series of tenant improvements at the Moscone Convention Center's North, South and West buildings. The project will not only upgrade the facilities but will employ a "branding" strategy to enhance convention visitors' memories of San Francisco.

The Moscone Convention Center upgrade is a public and private project using a combination of funds from both realms. DPW implemented an Integrated Project Delivery (IPD) method to coordinate the services of a Construction Manager/General Contractor (CM/GC) to offer constructability review and cost-estimating services and to plan and organize the sequence of construction.

A key strategy for this project is to schedule the construction work without disturbing important convention activities. To this end, the renovation work has been carefully scheduled to have minimal, if any, impact on existing groups contracted to meet in Moscone Center during the project's time frame. All construction phases were scheduled to take place between August 2010 –June 2012.

A LEED Existing Building Operations and Maintenance (EBOM) Silver certificate is the minimum project requirement; however, through the analysis of the existing building systems and the inclusion of additional work, the team is targeting the LEED EBOM Gold.

During the year, DPW completed four of the six construction phases; received all permit approvals; upgraded 10 of 24 restrooms; refurbished elevators; installed two new escalators, new operable walls, ceiling, carpets, finishes, signage and other miscellaneous specialty scopes. The project is scheduled to complete Summer 2012.



San Francisco General Hospital Rebuild Program (\$887.4 Million)

DPW is overseeing the design and construction of the San Francisco General Hospital (SFGH) Rebuild Program on behalf of the Department of Public Health. The program includes the construction of a new state-of-the-art, 284-inpatient bed, nine-story acute care facility to replace the existing hospital that does not meet current seismic standards. To ensure that the hospital will remain operational in the event of a major earthquake, the new hospital has been designed using base isolation that will allow the hospital to move 30 inches in any direction. The project will be seeking a LEED Gold rating. In November 2008, 84 percent of voters approved a bond measure to fund the program.

This year, the project made significant progress with the completion of the majority of the site utility relocation phase and the mass excavation/shoring activities, which included the installation of five underground storage tanks for water, sewage, and decontamination, over 1000 tiebacks to provide lateral support to the vertical shoring walls, 147 hold-downs anchors to prevent building uplift, and the removal of over 120,000 cubic yards of excess soil from the site. The completion of the mass excavation/shoring phase allows for the installation of the below-grade waterproofing membrane, placement of the concrete mat foundation and the erection of the tower crane.

The Hospital Build-out Increment 4 Drawings and Increment 6 (exterior enclosure) Drawings have been submitted to Office of Statewide Health Planning and Development (OSHPD) for plan review, with the Increment 6 building permit expected to be issued by the last quarter of 2011.

The SFGH Rebuild Program also includes the Emergency Generator Replacement Project that will replace the campus's existing steam-driven turbine engine emergency generators with new reliable diesel generators that can supply backup emergency power to the SFGH campus. The Emergency Project received the OSHPD Building Permit in November 2010 and commenced with construction activities including exterior site work, installation of mechanical, electrical, and plumbing systems, installation of fuel oil systems and placement of the interior concrete slab-on-grade and equipment pads.



Anza Branch Library (Michael Yamati)



Merced Branch Library Grand Opening

Branch Library Improvement Program (\$189 Million)

DPW's Project Management team is overseeing the largest building campaign in San Francisco Public Library history. Approved by voters, Branch Library Improvement Program (BLIP) includes the construction and renovation of 24 City branch libraries (16 renovations and 8 new buildings), of which, 21 are complete. BLIP will provide the public with seismically safe, accessible, technologically updated, code compliant and modern branch libraries in every neighborhood.

This fiscal year, the renovated Parkside, Park, Presidio, Merced and Anza branch libraries opened their doors to serve neighborhoods of enthusiastic library patrons. The new Visitacion Valley and Ortega branch libraries and renovated Golden Gate Valley branch will open to the public by all 2011 with the groundbreaking of the new Bayview Branch Library anticipated for July 2011. The program is close to completion as the last project, the new North Beach Branch Library, has completed its environmental review and is scheduled to start construction in 2012.

A dynamic team of DPW employees is responsible for managing the design, regulatory approval, construction, and delivery of the libraries: designed in-house by the bureaus of Architecture and Engineering or by private consultants, with construction overseen by the Bureau of Construction Management.



Parkside Branch Library
(Cesar Rubio)



Presidio Branch Library
(David Wakely)



Park Branch Library (David Wakely)



Renderings of Pier 27 Cruise Terminal Project
(KMD Architects/Pfau Long Architecture)

Pier 27 Cruise Terminal Project (\$92 Million)

The Port of San Francisco has retained the services of DPW to oversee the development of the existing Pier 27 into a new primary cruise ship terminal and public plaza. DPW is providing overall project management and landscape architectural services for the construction of this significant capital project. The joint venture of KMD Architects and Pfau Long Architecture is providing the architectural and engineering services. These teams will work in collaboration to deliver a complete, efficient, functional, and operational facility within the targeted quality, budget, and scheduled goals of the project.

With DPW's leadership, the Port intends to transform the existing ten-acre Pier 27 site into a vibrant year-round cruise terminal, public plaza and community facility that meets security and passenger handling demands of the cruise industry, while also allowing for public recreation and special event uses. The terminal will be a 21st-century fresh face for the cruise line visitor, designed to streamline the embarking and debarking exercise and enhance their visit to San Francisco.

With the award of the America's Cup to San Francisco, the James R. Herman Cruise Ship Terminal at Pier 27 will host its first special event as the starting and finishing line for the America's Cup race. After the Cup is completed, Pier 27 will open as San Francisco's premier cruise ship terminal.



Laguna Honda Hospital (\$584 Million)

DPW is overseeing the Laguna Honda Hospital (LHH) replacement program from planning through construction. Three new buildings and associated site improvements were complete in time to move over 750 residents to their new home in December 2010. DPW also managed contracts for the storage and handling of \$27 million in furniture, fixtures, and medical equipment and the planning and assistance of relocating the facility's 750 patients and 1,500 staff (transition from old facility to new facility); which is reported as one of the largest relocation of patients in the United States for a major hospital. The project is also notable for being the first LEED certified hospital in California: it was awarded its Silver certification in June 2010. DPW continues to manage the \$54 million remodel of the existing facility, the future abatement and demolition of the abandoned wards, and the final site improvement project.

San Francisco Public Utilities Commission (SFPUC) Headquarters at 525 Golden Gate (\$190.6 Million)

DPW's Project Management team is leading the design and construction of a new 13-story building that will serve as the new headquarters of the SFPUC. In addition, DPW is providing oversight of inspection and testing services utilizing DPW's own Materials Testing Laboratory.

The new 277,000 square-foot building is slated to achieve the highest rating from the US Green Building Council: LEED Platinum. Key sustainability features include on-site clean energy generation from photovoltaic panels; 100 percent treatment of waste water on-site; low-flow toilets; 45 percent daylight harvesting; 55 percent less energy consumption (than mandated under CA Title 24) and 32 % less electricity demand from the main power grid. The building will utilize an innovative structural system with post-tensioned (flexural) cores that will provide high asset preservation while exemplifying the highest standards of sustainability and green building design.

SFPUC Headquarters at
525 Golden Gate

A photograph of a tall building under construction. The building has a glass facade and is surrounded by scaffolding. Two large cranes are visible: one on the left and one on the right. The sky is clear and blue.

In FY 2010-2011, the structure was completed and celebrated with a "top off" ceremony. Curtain wall installation and interior construction (access flooring, interior partition, plumbing fixtures, fire sprinklers, under-floor HVAC distribution, electrical distribution including lighting and shades) continues at a rapid pace. A complex, telescoping window washing boom was installed and the wind tower steel that will house the art piece "Fire Fly," designed by a MacArthur Genius Award recipient, was completed. Structural steel on the roof will house the photovoltaic panels, roof top equipment (cooling towers, air handling units, elevator machine rooms) and observation deck.

The project is scheduled for completion Summer 2012.



Bureau of Street Use and Mapping

Jerry Sanguinetti, Bureau Manager

Permits Plan and Checking

After coordinating with community stakeholders and other City agencies, the Bureau of Street Use and Mapping's (BSM) Permit Division has implemented the following new programs this year:



Food truck at 'Off the Grid' at Civic Center Plaza

Mobile Food Facility Permit

The Mobile Food Ordinance was adopted on January 3, 2011. A Mobile Food Facility is any type of facility that caters, sells, or distributes food. The BSM team created a tremendous opportunity for many small businesses to introduce a new mobile food service to the City and to easily expand existing Mobile food businesses by creating a fair and effective approach to the permit process. BSM also streamlined the inspection and enforcement process which reduced time, money and resources for DPW, DPH, SFPD, and SFPD.

BSM worked with Deputy City Attorneys (DCAs), Public Health inspectors, SFPD, and DPW's Information Technology Department to finalize new guidelines and forms. The team organized a Town Hall meeting for existing businesses as well as new applicants for a FAQ session. Additionally, presentations were made to various organizations including the Union Square Business Improvement District (BID) and the Building Owners Management Association (BOMA). The team also utilized the Internet and social media to inform the public about the Town Halls and Director's hearings. The business community response, feedback from the public forums, and social media were instrumental in developing the appropriate guidelines.



Noe Valley Parklet
(Andres Power)



Parklet at 943 Valencia



Parklet at 17th and Castro (Beth Boon)

Parklets

A parklet is a small urban park created by replacing several under-utilized parking spots with a space that can contain a patio, planters, trees, benches, tables with chairs, fountains, artwork, sculptures and bicycle parking. Parklets are designed to provide a public place for residents to relax and enjoy the atmosphere of the city around them, in places where current urban parks are lacking or where existing sidewalks are not wide enough to accommodate vibrant street-life activities.

Parklets can be designed to be either permanent fixtures or temporary and seasonal places when removal is a concern. They provide an economical solution to the desire and need for wider sidewalks and incorporate sidewalk and street furniture, which provide aesthetic enhancements to the streetscape. BSM worked with several stakeholders on the eligibility, approval, & installation of parklets within the public right-of-way including Community Benefit Districts (CBDs), ground-floor business owners, non-profit and community organizations, fronting property owners, and other interested parties.

BSM worked closely with the SF Planning Department to assist participants in the permit process.



Parklet at Guerrero Park (Louise Fick)



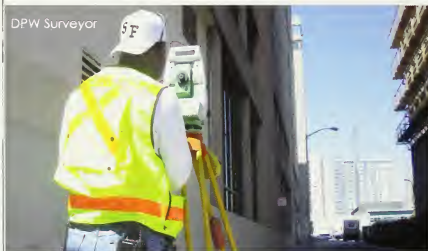
Increased Landscaping

BSM is working with City Planning, Department of Building Inspection and developers to require landscaping on several major projects throughout the City. Sites for improvement include Jamestown Avenue, Harrison Street, 300 Spear Street and One Rincon.



Subdivision and Mapping

BSM also manages and organizes the City's Subdivision and Mapping and has developed a reputation for on-time, on-budget delivery of a wide variety of surveying projects. Subdivisions submitted to BSM increased from 410 active projects with a five percent backlog on July 1, 2010 to 435 active projects with a three percent backlog by the end of the fiscal year.



The increase in active projects, along with the reductions in backlog, is attributed to the surveying and mapping staff; who are dedicated to ensuring the process is delivered in an efficient and timely manner.

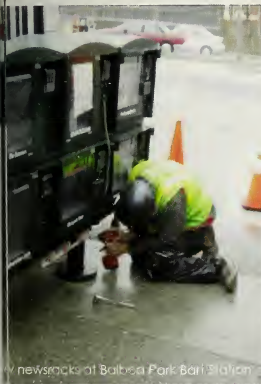
This year about 60 new field jobs were contracted with other city agencies, which increased the field budget by 24 percent from last year to a total of \$1.84 million. The increase in the amount of field work was due to the skill level and experience of staff, upgrades in field equipment (survey instruments and Global Positioning System units), and the committed efforts of staff to increase productivity. The Subdivision and Mapping staff contributed to a variety of projects such as providing survey work for the MTA's new Central Subway project, the completion of survey work for Transbay Joint Powers Authority, and the monitoring of the San Francisco General Hospital construction.



News Rack Program

BSM is responsible for administrating and enforcing the City's News Rack Ordinance, which includes the Fixed Pedmount News Racks program. Legislation was passed in November 2010 to address the challenges of a changing economy; providing publishers easy access to empty box spaces in pedmount news rack units on a first come basis; enabling the City to modify the number of pedmount news racks at a given location or rack sizes to meet the existing need; and reducing overall program cost by allowing DPW to use electronic mail as a primary means of notification. In February 2011, BSM conducted a workshop outlining the new laws.

48 new pedmount units were installed along neighborhood commercial corridors including Fillmore, Union, Lombard and Chestnut Streets. Over 600 box spaces were reassigned through formal and informal approval processes.



New Partnership

Bay Area Rapid Transit Publishers were asked by BART to remove free standing news racks at the Balboa BART Station. DPW partnered with BART to obtain approval to replace those racks with the City's pedmount units. The partnership includes newly installed pedmount units at 16th Street, 24th Street and Glen Park Stations.



Newsrack Ordinance Legislative Improvements

- Allowed the use of electronic mail as the primary means of distributing and communicating with publishers and distributors, significantly reducing the amount of materials and supplies needed for mailing, filing, photocopying as well as staff hours.
- Reduced the time allowed for correcting news rack violations from ten business days to seven calendar days.
- Imposed administrative fines in accordance to Chapter 100 of the Admin Code, from \$50 to \$100 to \$250 for multiple rack seizures within a 12-month period.
- Established guidelines for pedmount unit consolidation and size modifications (location specific) to allow publishers to gain access to empty box spaces on a first come basis; permit fees reduced from \$60 to \$50 each.



Sidewalk Inspection and Repair Program (SIRP)

The SIRP program was enacted by the City to improve the pedestrian path-of-travel by inspecting and notifying property owners of defects requiring repair. This program provides convenience for property owners by providing them the option to have the City repair the sidewalks and to invoice owners upon completion of the work or have property owners repair the sidewalk on their own.

By coordinating inspections and sidewalk improvements over several blocks at a time, SIRP streamlines the process for property owners to comply with City and State codes that require sidewalks to be maintained free of defects. Proactive sidewalk inspections have increased citywide and all city sidewalks are placed on a 25-year cycle for inspection and repairs. Sidewalks maintained by City agencies or private utilities are also repaired as part of the program.



Inspector marking sidewalk for repair

Inspection and Enforcement

The BSM Inspection Team strives to ensure the safe passage of the public right of way through consistent high quality inspection, education, and code enforcement. BSM has undertaken education and outreach along key commercial corridors and in residential areas to inform merchants and homeowners about their responsibilities to keep sidewalks and streets safe, clean and free of blight.

During the year, street inspectors inspected damaged sidewalks, utility excavations, café tables and chairs, sidewalk displays, encroachments, curb reconfigurations, roadway defects, street improvement projects, and other related items in the public right-of-way. Inspectors also posted repair notices, notified property owners to abate blighted conditions and issued correction notices.



Example of sidewalk repair notice

Street Improvement and Utility Programs

Construction in the public right of way is regulated through street improvement, encroachment, street use, and excavation permits. Permits are reviewed for compliance with the City's Standard Specifications, the Public Works Code, and State and Federal laws. Construction must adhere to all applicable regulations.

Other services provided include preconstruction site meetings, review of permit and plans related to all projects, and review of all construction trailers and debris boxes placed on the street.



Operations

Interim Deputy Director,
Larry Stringer



Bureau of Street Environmental Services and Urban Forestry

Interim Superintendent, Linda Lee-Robbins

DPW is responsible for the cleanliness of San Francisco's streets through the use of mechanical street sweepers, strategic placement of litter receptacles, manual cleaning efforts and Green Machines to sweep sidewalks in heavily used commercial corridors. DPW also partners with private property owners and educates them about maintenance and cleanliness of sidewalks.

DPW also coordinates the management of street trees and landscaped medians.

The bureau focuses on increasing the number of street trees, maintaining and protecting existing trees and landscapes, and supporting the greening efforts of residents through urban forestry permits, outreach, programming and code enforcement.

DPW contributed to closing the City's \$483 million general fund deficit through a variety of expenditure reductions including a \$3.5 million annual budget reduction this fiscal year.

Mechanical Street Sweeping

Mechanical Street Sweeping is the core of DPW's street cleaning program. There are 28 scheduled mechanical sweeping routes throughout the City, of which, ten were on a biweekly cleaning schedule. Mechanical street cleaning of commercial corridors remained on a daily basis. DPW cleaned 146,363 curb miles and removed 11,718 tons of debris from San Francisco's streets this fiscal year.





Graffiti Removal

To keep the City free of blight, DPW is responsible for issuing private property owners a Notice of Violation when graffiti appears on their buildings. DPW's Graffiti Unit notified 7,708 owners this fiscal year.

The unit complies with the Mayor's directive to abate graffiti on public properties within 48 hours of the initial report. Because many other city agencies are responsible for the maintenance of a number of buildings and facilities, DPW has an agreement with some of the agencies to abate graffiti, document the work, and send an invoice to the responsible agency.

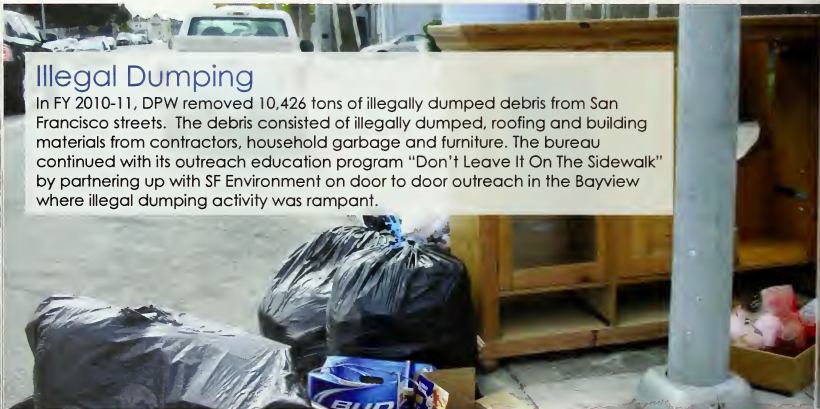
In fiscal year 2010-11, DPW's Graffiti Unit abated 28,351 street structures and painted over 1,107,300 square feet of vandalized properties.

Chapter 80, The Community Preservation and Blight Reduction Act was passed in 2008 and DPW started the implementation of the ordinance in August 2009. The ordinance authorized DPW to serve notice to property owners for blight (graffiti) and initiate proceedings to enter the owners' property to abate graffiti at the owners' expense. DPW is authorized to place a property tax lien on the property if the owners fail to pay the abatement cost and administrative fees.

In 2010-11, DPW issued over 588 blight notices notifying property owners to remove graffiti within 15 days or face the possibility of the levied fines. A total of \$82,218 Blight Fees were collected in this fiscal year. A total of 126 properties were submitted to the Board of Supervisors for tax liens totaling \$34,779.27.

Illegal Dumping

In FY 2010-11, DPW removed 10,426 tons of illegally dumped debris from San Francisco streets. The debris consisted of illegally dumped, roofing and building materials from contractors, household garbage and furniture. The bureau continued with its outreach education program "Don't Leave It On The Sidewalk" by partnering up with SF Environment on door to door outreach in the Bayview where illegal dumping activity was rampant.

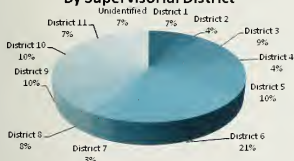




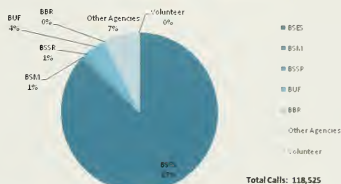
The City's Customer Call Center - 311

Since the inception of the 311 Call Center, service requests are directly sent electronically to DPW to resolve. This year, DPW processed 118,525 reports. More than half of the overall calls, 60 percent, were resolved within 24 hours, 13 percent were resolved within 48 hours, 25 percent were resolved within 48 hours, and about two percent went unresolved.

**Total FY 10-11 DPW Service Requests
By Supervisorial District**



FY 10-11 DPW Service Requests By Division

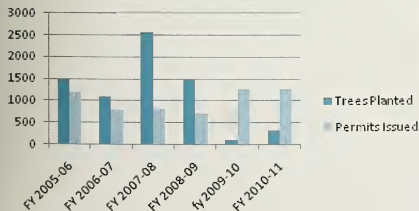


Street Trees

DPW continued to focus its resources on the establishment of approximately 2,929 trees that were on the watering list. This year, around 335 trees were also replaced and planted citywide. The bureau also issued 1,268 tree planting permits and 140 sidewalk landscaping permits to property owners.

Trees planted provide a healthier and more environmentally sustainable City by improving air and water quality, increasing storm water diversion, providing energy savings, improving wildlife habitat, and increasing property values.

The Department maintains about 40,000 street and median trees and estimates that other agencies and private property owners maintain another 65,000 street trees. DPW plans to begin the transfer of agency maintained street trees to property owners next year to align existing resources with the number of assets.





Arbor Day 2011

The 2011 Arbor Day celebration took place at George Washington High School where Mayor Edwin Lee, Supervisor Eric Mar and DPW worked together to celebrate Arbor Day with volunteers and families to clean and green the community. More than 300 volunteers planted 43 street and median trees, worked on landscaping and gardening projects, painted over graffiti, and removed litter in neighborhoods throughout District One.



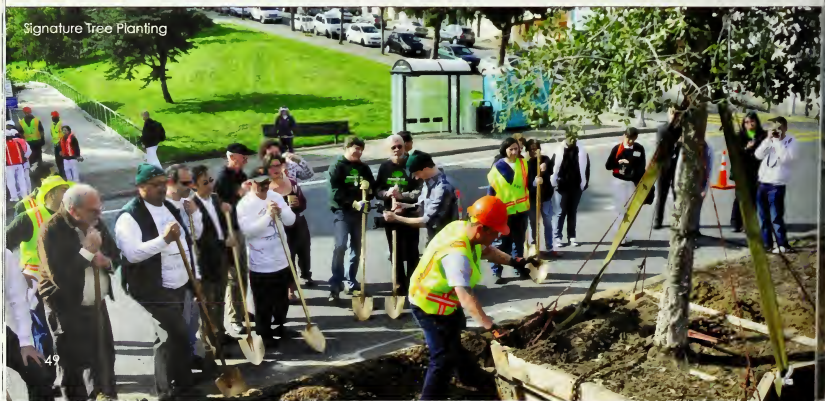
Volunteers work along Geary Boulevard



Mayor Lee
Presents
proclamation
to Charlie
Starbuck

The celebration also included a signature tree planting and dedication to long time volunteer and tree-planter extraordinaire, Charlie Starbuck. Mr. Starbuck has single-handedly planted over 7,000 trees, planting almost every weekend over the past 30 years, in San Francisco. The signature tree is a *quercus suber*, or Cork Oak, the most common source of cork, known for its beauty, evergreen and longevity of up to several hundred years. The tree was planted on the Geary Boulevard median between 31st and 32nd Avenue, in front of the George Washington High School.

Highlights of the event included the Eco-fair, featuring activities such as planter box building, bucket rides, information on recycling and composting, an Arbor Day poster contest, and other environmental activities.



Signature Tree Planting



Urban foresters landscaping at 7th and Bryant

Beautification and Maintenance

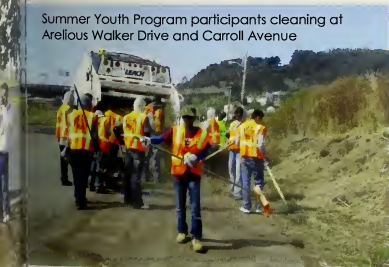
This year, DPW completed many significant beautification projects throughout San Francisco. These projects unify and green our neighborhoods and commercial corridors; while improving major gateways into the City. The bureau renovated the median at 7th and Bryant by weeding, removing litter, pruning existing trees, and then placed landscape fabric, new mulch chips and new shrubs including ceanothus and flax. Geary Boulevard and Steiner Street medians were also grubbed out, and new shrubs and plants were planted, a new fence was installed, and ivy was planted to be trained to grow up along the fence.

The bureau concentrated tree maintenance efforts along Sunset Boulevard by removing dead or declining trees, and pruning the many large pines and cypress trees for public safety. In addition, the bureau performed maintenance on several large corridors of trees maintained by DPW including: Alemany Boulevard from Chester Avenue to Junipero Serra Boulevard; Bosworth Street, from Elk Street to Chenery Street; California Street from Presidio Avenue to Lyon Street and Buchanan Street to Divisadero Street; Folsom Street from 24th Street to 25th Street; Lake Street from 12th Avenue to 20th Avenue; Mansell Avenue from University Street to Bowdoin Street; Sunset Boulevard from Lincoln Way to Lake Merced Boulevard; Valencia Street from 22nd Street to 25th Street; Webster Street from Grove Street to Bush Street.

Summer Youth Program

The bureau hosted the Summer Youth Program, in collaboration with Mission Neighborhood Center, to help create 120 jobs for youth for four six-hour days, per week, for ten weeks. The program served young adults, ages 16-22, from a variety of at-risk communities, including youth from single parent families, gang injunction lists, on probation and in public housing. This diverse group came together and executed large-scale landscape maintenance projects throughout the City. The goal of the program is to inspire youth around careers in the urban forestry field through tree planting and landscape maintenance projects. Certificates were awarded to the participants that completed the program.

Summer Youth Program participants cleaning at Arellano Walker Drive and Carroll Avenue





Greening Projects

Pavement to Parks

A new Pavement to Parks project was created at Geneva and Naples with community which included the installation of a new median and planting of primrose trees and drought tolerant shrubs. To enhance the beauty of the project, decomposed granite paths were also created throughout the garden along with raised planter beds.

Highlights

- Traffic calming islands along Noriega Street were planted with drought tolerant plants.
- Traffic calming islands were planted with trees and shrubs along Irving, 8th, Warren and Locksley, Circular and Lawton, Quesada at Hawes, Revere at Hawes, Shafter at Hawes, Underwood at Jennings, the Geary and Jordan median, the 8th and Kirkham median, Kirkham at Funston, and Kirkham at 14th and 15th.
- The 14th and Geary median was renovated with participation from the community. New trees were planted, the median was cleaned, fabric was laid and new wood chips placed.
- The corner right-of-way at Ocean, Geneva, and Phelan was weeded and new landscape fabric, wood chips and shrubs were planted.



Pavement to Parks at Geneva and Naples



Bureau of Building Repair

Superintendent, Matt Smyth

The Bureau of Building Repair (BBR) provides quality professional Leadership in Energy and Environmental Design (LEED) construction improvements and repair and remodeling of City-owned buildings. BBR is responsible for providing building operations and maintenance for street structures such as bridges and tunnels. BBR provides these services 24-hours a day, which is especially valuable for police and fire operations. BBR maintenance programs allow the city's day-to-day work to occur. By working on time and within budget, San Francisco residents and employees enjoy accessible, safe and clean public facilities that meet city, state, and federal guidelines.

Featured Projects



San Francisco Public Library

The Soft Floor Shop removed worn, very colorful carpet and replaced it with a marmoleum vinyl sheet product to match the original color scheme for the Main Library's Children's Center.



Third Street Bridge

Working from custom constructed working platforms and a pontoon, BBR Sheet Metal, Carpenter, and Stationary Engineer workers replaced 20 percent of loose north bound roadway plate anchors. Roadway plates were originally installed to accommodate pedestrians attending AT&T Park events. Bridge roadway automobile use contributed to anchor deterioration and the need for ongoing plate anchor maintenance and repairs.



Filbert Street Steps Improvement Project

BBR repaired, replaced and reinforced many of the aging and deteriorated components of the Filbert Street steps to ensure the continued safety of pedestrians who use this popular and iconic stairway.

The work scope for the project includes the replacement of worn down steps, the installation of new support beams, the repair of damaged railing, and the replacement of the wooden frame and deck pieces due to deterioration.



1) Youth Guidance Center (YGC) Window Replacement

BBR Glass shop replaced 194 existing energy inefficient windows with new aluminum sash and tinted insulated glass. This project will reduce building energy consumption, noise intrusion issues, and improve facade appearance. YGC visitors and tenants were very pleased with the resulting noise abatement and improved temperature controls within the occupied offices and courts.

2) Electric Vehicle (EV) Charging Stations

BBR collaborated with PUC, MTA, and the San Francisco Department of the Environment to complete EV Charge Point America EV charger installations at the following parking garages: SF General Hospital; Pier 3 Street Garage; Polk and Bush; and Stockton. In addition, BBR installed EV chargers at DPW Central Shop; and Animal Control. Many other city agency sites are under consideration for the EV Charger programs and BBR is ready and willing to assist with the installations for our clients as their needs increase.

BBR Commitment to Sustainability

BBR is committed to sustaining and implementing green materials into buildings. We are able to demonstrate this through the use and reuse of refurbished and recycled content materials. BBR is trained to incorporate sustainable practices into our work so that we meet and achieve the highest environmental standards.

3) Geary Boulevard

DPW retrofitted the Geary Boulevard underpass with new, energy efficient lighting as part of the PUC's ongoing Energy Efficiency programs. The new lights will be brighter, last three times longer and consume less energy than the existing lights. DPW replaced 348 surface mounted fluorescent lighting fixtures with more efficient lamps that have a life expectancy of over 36,000 hours and electronic instant-start capabilities for optimal performance. The project is estimated to save 261,279 kilowatt hours per year.

4) Sunset Boulevard Irrigation Project

The Plumber and Steamfitter shop retrofitted the irrigation system along the center and side medians of Sunset Boulevard, between Rivera Street and Sloat Boulevard. The Sunset Boulevard Water Efficiency project replaced one mile (six blocks) of outdated automatic irrigation systems with new, low-flow systems and rain and solar sensors that help optimize water usage by saving up to seven million gallons of water per year.





Bureau of Street and Sewer Repair

Superintendent, Chris McDaniels

The Bureau of Street and Sewer Repair (BSSR) keeps the streets safe for motorists, bicyclists, pedestrians and commercial vehicles through its resurfacing, pothole and patching programs and repair to the City's sewers.

BSSR by the Numbers

In Fiscal Year 2010-11, BSSR accomplished the following:

Streets and Paving

- Resurfaced over 139 blocks using 24,212 tons of asphalt over 1,887,476 square feet
- Repaired over 12,136 potholes
- Patch paved 484,465 square feet of street surface using 4,172 tons of asphalt

Sidewalk Repair

- Poured over 32,765 square feet of new sidewalk.
- Repaired 229 sidewalks damaged by trees
- Repaired 665 linear feet of curb

Sewer Repair

- Completed repairs to 220 sewers
- Completed repairs to 192 sewers with surround bricks
- Placed 1,056 tons of asphalt at sewer sites

Sand Removal

- Removed 19,000 cubic yards of sand from Ocean Beach roadway and promenade

Street Paving

BSSR works in partnership with DPW's Bureau of Engineering to resurface City streets. This year, BSSR paved 139 blocks. The department is constantly researching and improving the way a pothole or road defect is repaired. BSSR now grinds and smooth's over the defect prior to repair to prolong the life of the street and allow a smoother surface.



Workers distributing asphalt for paving



Sewer Repair

The City's sewer system is comprised of several treatment plants, large box storage structures and a system of main and side sewer collection pipes located under the streets. Broken sewer pipes can cause street cave-ins and roadway depressions also known as sink holes, which are a public safety hazard. DPW crews responded and placed more than 1,000 tons of asphalt related to sewer repairs and depressions at the direction of the SF Public Utilities Commission.

These sewer repairs prevent and reduce sewage backups, street collapses and basement floodings. The bureau completed 220 sewer related repairs and 192 brick sewer repairs around catch basins and manhole covers this fiscal year. In addition, the team responded to brick repairs around plazas maintained by the City.



Sand Removal at Ocean Beach

BSSR manages and oversees the relocation of sand along Ocean Beach that allows the City to reuse and redistribute sand while minimizing erosion along the beach front. This past year, DPW relocated 19,000 cubic yards of sand from the promenade, a walkway along Ocean Beach, to the high tide line on the beach.

The Great Highway and Ocean Beach





Community and Volunteer Programs

The Department of Public Works engages the community by organizing community and volunteer programs so that residents and businesses have the opportunity to partner with the City, give back, and beautify their neighborhoods. Over the years, these programs have hosted thousands of volunteers cleaning and greening San Francisco through litter pick-up, tree plantings, painting over graffiti, weeding and landscaping, and other cleaning activities.



Community members participating in a neighborhood cleanup event through Adopt-a-Street

Adopt-a-Street

For 12 years, the Adopt-A-Street Program has worked to keep San Francisco sidewalks clean and beautiful. Adopt-A-Street is a partnership among the City and its residents and merchants where community members are empowered to maintain their own blocks.

The program is simple: groups or individuals agree to adopt their block and take responsibility for keeping it clean of litter, graffiti and illegal dumping. DPW provides public recognition and free cleanups. Community Programs delivers supplies to all of the dedicated Adopt-A-Street members by bringing brooms, trash bags, and much more. This year, there were 224 new Adopt-A-Street members; totaling 2,526 members who are all dedicated to keeping their blocks clean of litter, graffiti and free of illegal dumping.

Community Clean Team

The Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and community gardens by organizing a Saturday cleanup event in each of the City's eleven supervisorial districts.

Community Clean Team dedicates an entire month to each supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. Clean Team produces additional cleanup events throughout the year at the request of community partners and neighborhood groups.



Chinese New Year



Starbucks Clean Up



This year, in addition to the district-wide Community Clean Team events, DPW organized several special clean ups including one with 1,000 volunteers from Starbucks Corporation, which was recorded as the largest volunteer clean-up effort in DPW history.

In total, more than 5,505 volunteers joined DPW to clean their neighborhoods this fiscal year.

Highlights include:

- Swept 415 blocks of sidewalks, curbs and alleyways
- Planted 1,298 trees, bushes and plants
- Distributed 135 cubic yards of chips on center islands, lots and parks.
- Removed graffiti on public property from more than 90,000 square feet of public space
- Removed 47,850 pounds of green waste and debris from the public right-of-way

Clean Team partners include the Recreation and Parks Department, the San Francisco Housing Authority, the Sheriff's Office, Caltrans, the Municipal Transportation Agency, the Mayor's Office of Neighborhood Services, SF Parks Trust, all of the District Supervisors' Offices, the Police Department, and the Department of the Environment. Walgreens continued to support the program in 2011 financially and with donated water for volunteers.

Recology Waste Systems and San Francisco Clean City are key partners in the program and provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. This year we collected 64.2 tons of trash, 63.7 tons of recyclables and 10.7 tons of organics.



Earth Day



Baibao High School



Ella Hill Hutch Community Center



Urban Gleaning

As part of the Healthy and Sustainable Food Program, DPW launched the Urban Gleaning Program in April 2010. Through this program, DPW works with San Francisco residents and businesses to collect fruits and vegetables grown from privately owned trees and community gardens and distribute them to shelters, the San Francisco Food Bank, and to other communities in need.

The program increases access to healthy and nutritious food for San Francisco residents by partnering with the community to glean and distribute locally grown fruits and vegetables that already exist throughout the City.

The program adheres to the Healthy and Sustainable Food Program directive in part by coordinating innovative programs that educate food system stakeholders and the general public on the value of healthy food. It also encourages food production and horticulture within the City through urban agriculture including through community, backyard, rooftop, and school gardens; edible landscaping, and agricultural incubator projects.

This past year, the program collected and donated 2,605 pounds of fruit to the San Francisco Food Bank including lemons, apples, figs, loquats, avocados, oranges and plums.

Since the program started, the Urban Gleaning Program has collected about 3,070 pounds. Access to healthy fruits and vegetables is not available to all who reside in San Francisco, by making these items more accessible through the food bank, DPW is helping to build a healthier city.



Vista Pointe Garden



Progress Park



Street Parks

Street Parks is a partnership between DPW and the San Francisco Parks Trust that works with neighborhood groups to create public open-space gardens located on city-owned public rights-of-way. San Francisco has numerous open space including vacant lots, rights-of-way, street medians and hillsides that are underutilized. Some of this urban open space is in disrepair and experience illegal dumping and other unhealthy activities.

A Street Park is a community-managed, public open space that can be a school garden, a neighborhood beautification project, stairway along the public right of way, or a community garden. It shows that the community cares about its neighborhood and its environment. This year, DPW hosted a series of workshops and provided volunteers free resources and grant information to create their own Street Park. DPW completed the Vista Pointe Garden, the Gates/Powhattan Garden, Progress Park, and Circular Avenue Ribbon Garden. DPW also broke ground on the multi-million dollar garden and dog park at Beale and Bryant Streets that the agency worked in partnership with Caltrans and the community to complete.

Since the Street Parks program began in 2002, 250 people have registered to develop new gardens and street parks. There are now 35 completed street parks and 75 in progress.



Mayor Lee cuts the ribbon at the Circular Avenue Ribbon Garden



Gates/Powhattan Garden



Community Corridors Partnership Program

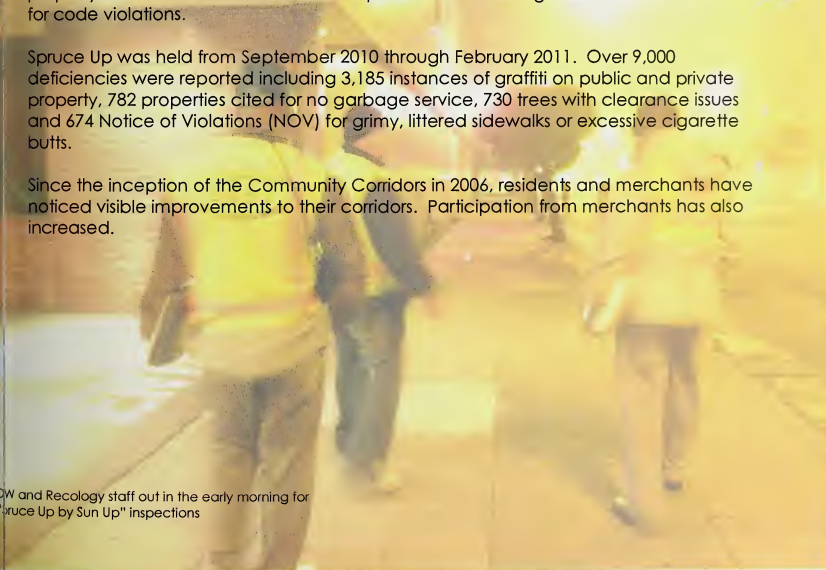
The Community Corridors Partnership Program began in 2006 to address cleaning and greening needs along San Francisco's busiest commercial corridors. The goals of the program are to improve the quality of life on busy San Francisco merchant corridors, help agencies and property owners maintain a higher standard of cleanliness and to encourage property owners to take ownership of their corridor by creating a Community Benefits District (CBD). A CBD is a venue with a dedicated revenue source for the cleaning and greening of neighborhoods. DPW coordinates work between the city and merchants to provide increased and expedited maintenance.

This year, the Corridors Program added Van Ness and South Van Ness Avenue to the corridor list. The two areas were split into nine different sections, therefore increasing the total number of corridors from 53 to 78, with over 500 blocks under the Community Corridors Partnership Program.

Another program under Community Corridors that began this fiscal year was "Spruce Up by Sun Up," DPW's early morning inspection program, where staff and Recology walked 69 of 78 Corridors to inspect areas for cleanliness and deficiencies and to remind property and business owners of their responsibilities. Warnings and citations were issued for code violations.

Spruce Up was held from September 2010 through February 2011. Over 9,000 deficiencies were reported including 3,185 instances of graffiti on public and private property, 782 properties cited for no garbage service, 730 trees with clearance issues and 674 Notice of Violations (NOV) for grimy, littered sidewalks or excessive cigarette butts.

Since the inception of the Community Corridors in 2006, residents and merchants have noticed visible improvements to their corridors. Participation from merchants has also increased.

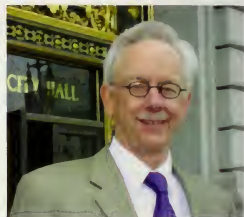


DPW and Recology staff out in the early morning for "Spruce Up by Sun Up" inspections



Office of Financial Management and Administration

Deputy Director, Robert Carlson



Business Services Division

Division Manager, Jocelyn Quintos

Business Services Division (BSD) reviews and enters the department's accounting and purchasing transactions to the City's on-line accounting system (FAMIS and ADPICS); prepares grant and other agency billings; monitors job orders to ensure compliance with funding source guidelines; coordinates with granting agencies to prepare city departments for grant audits; provides administrative support for business systems; and prepares account reconciliations and financial reports. BSD is also responsible for contract administration and compliance; which involves the development and administration of the competitive bidding processes for construction and professional services contracts.

The following statistics capture a portion of the large volume of transactions BSD handles as part of its routine operations. During the year, BSD:

- Processed 28,714 journal entries;
- Processed 1,812 transactions (encumbrances and billings) related to work orders for citywide building repairs and maintenance;
- Awarded 76 construction contracts and 17 professional service contracts;
- Issued 484 contracts service orders and task orders, including modifications;
- Reviewed and approved 223 change orders for construction contracts;
- Processed 14,887 payments to vendors; and
- Processed 3,438 procurement transactions



Business Services Division Staff



In addition to performing its traditional responsibilities, BSD took on a number of special projects during the year. BSD led a departmental effort to increase the use of local business and local labor in DPW contracts; it partnered with the Information Technology (IT) group to automate the approval workflow for the advertisement and award of professional services contracts (eOFFMA 81) and the process of paying vendors (ePayments); and it provided administrative support to the Bureau of Construction Management and the IT group in their efforts to automate the processing of construction change orders (eChange Order).

The conversion from paper to electronic processing made an immediate impact on the department's ability to efficiently administer contracts and provide business services. Thanks in large part to the ePayments system, DPW paid 92.5 percent of undisputed professional services invoices and 96.1 percent of undisputed construction invoices within 15 days or less. And following the creation of the eChange Order system, the average time for processing construction change orders decreased from 38.41 days to 13.90 days.

BSD's efforts to increase local business and local labor participation centered around developing reliable reports to allow effective data analysis, and on educating local businesses on the City's contracting processes. With respect to procurement, DPW made 19.13 percent of all purchases from Local Business Enterprises ("LBEs") and 25.87 percent from Non-LBEs located in San Francisco. The biggest increase in local participation was in Prop Q purchases from LBEs, which increased from 14 percent in early 2010 to 26.67 percent for the fiscal year. DPW achieved 68.28 percent LBE participation and 15.7 percent local labor participation on construction and professional services contracts awarded during the year.



Information Technology Division

Interim Division Manager, Ephrem Naizghi

The Information Technology (IT) Division is responsible for all information systems related services within the Department of Public Works. The division designs and develops applications, maintains the IT infrastructure, and manages the implementation of projects to support users, managers and other city departments.

Accomplishments and Highlights

IT Consolidation

The DPW-wide IT consolidation started two years ago and is almost completed. IT has now virtualized 90 percent of the department's servers. This past year, the network infrastructure was upgraded to 1GbE between sites and a 10GbE backbone at 30 Van Ness. The infrastructure team built a SQL 2008 cluster for the transition of the AS/400 applications to the Windows platform and provided support for all the projects happening around moving DPW to .NET based, SharePoint and workflow-enabled applications.

Computerized Maintenance and Management System project (CMMS)

The division began the implementation of an enterprise asset and maintenance management system to support and manage properties and public right of ways maintained and operated by DPW and the City's Real Estate Division (RED), managed under the General Service Agency. This system consolidates information resulting in the improvement of coordination and communications between DPW, RED and client agencies. This system also provides insight on the depreciation or appreciation value of the asset over the course of its life span.

The Facilities Phase of the implementation has been completed, with the CMMS deployment to RED in September 2010 and the Bureau of Building Repair in February 2011. To date, over 7,000 Service Orders have been managed by both departments since their go-live dates.



Office of Communications & Public Affairs

Interim Director, Gloria Chan

The Office of Communications and Public Affairs educates, informs, and promotes DPW projects, programs, and services to San Francisco residents and businesses. The office manages and oversees a variety of special events, responds to public inquiries from residents and the media, develops communications planning for programs and projects, and develops and maintains relationships with businesses and community groups.



DPW outreach staff provides information to the public

Outreach Events

The team attended more than six outreach events throughout the City. By tabling and distributing outreach materials and educating residents about DPW programs and projects, the team was able to reach out and provide education to thousands of people. The events also provide an opportunity for residents to ask questions, relay concerns or give compliments about DPW services. These events provide a personal and direct forum for DPW to engage with the public, which helps the department obtain a detailed and accurate assessment of people's concerns. Events attended this year include the Chinese New Year Street Fair and Sunday Streets at Civic Center, Western Addition and the Embarcadero.

Press Outreach

The office provides clear, concise and timely information to the public via traditional mainstream, ethnic, and social media. The Office distributed over 60 press releases on important public information topics, including storm preparedness, availability of volunteer opportunities as well as a number of capital project ground breakings and ribbon cuttings. Press outreach also provides an opportunity for the department to raise awareness about the department's innovative pilot programs, accomplishments, and other cleaning, greening, and capital improvement initiatives.



Vista Pointe Press Conference

Employee and Community Newsletters

The office continued the trend of using technology to educate the public and DPW employees in a low cost manner, through employee and community newsletters that allow the department to offer dynamic forms of multimedia, such as video and photo sharing to highlight and promote the work of DPW. The employee newsletter provides a vehicle to inform staff about programs, projects, events, and other information within the different areas of the organization. Similarly, the community newsletter serves to highlight DPW's accomplishments to the public and educates them about their responsibilities as residents of San Francisco.



Website

The DPW website continues to be one of the primary methods for the public to access the latest information about our projects, services and events. We have further incorporated our social media capabilities with the website to offer a more dynamic experience, such as including slideshows and videos of projects that are in progress or completed. The website is also an essential source for the public to access city codes, permits, and other valuable information about the maintenance of sidewalks, trees and garbage receptacles.



City & County of San Francisco
Department of Public Works



DPW Website Banner

The office continues to streamline and organize the structure of the website to facilitate navigation and department/client interaction, such as the contracting and payment processes for outside entities to track available projects and status of their payments, respectively.

Social Media

Using tools such as Facebook, Twitter, YouTube and Flickr have served the public by educating people about DPW's role and function as a service provider and providing important information to merchants and property owners about their responsibilities in keeping San Francisco clean and green. Social media has allowed the department to reach out to a larger audience in a cost effective manner with the capacity to maintain continuous and two way information exchanges.

Further benefits from social media include increasing DPW's ability to share daily achievements; deliver information about upcoming volunteer events; educate the public about large scale projects; increase methods for open dialogue with constituents; and promote transparency.

DPW's social media profiles have proven to be very popular. This year, DPW has created and uploaded through YouTube over 33 videos; which received more than 9,500 views. Through the photo-sharing site, Flickr, received about 30,860 views of 3,920 images from the public. On Facebook, DPW more than doubled its followers with more than 670 "likes" and to date has made more than 700 posts about programs and accomplishments. With Twitter the micro-blogging program, DPW posted 1,948 "tweets" or small phrases of important information; tripling the amount from previous year and increased followers to a total of 3,133 – an increase of over 1,100.



Construction Management Outreach

Public Affairs is instrumental in informing and engaging the community about upcoming street resurfacing projects, streetscape improvement projects, curb-ramp construction, sewer work, street-signal projects and other utility and infrastructure maintenance. The team reaches out to the public before and during construction in an effort to minimize disruptions.

Though the primary method of notifying residents and businesses about pending construction projects is through mailers, flyer distribution, walking door to door along impacted corridors, and attending community meetings, the office improved upon its outreach efforts significantly by incorporating the use of social media, such as Facebook and Twitter as well as upgrading our website, which encourages the public to visit the web site to receive frequent project updates and other important information that impact them. The upgraded site has weekly updates on significant paving projects with contact information, so that the team may coordinate work with the needs of residents and merchants.

The Public Affairs team conducted outreach on projects to ensure that residents, merchants, and people that share the road have access to accurate, consistent, comprehensive, and timely information.

Major projects included:

- California Street Infrastructure Improvement Project
- Filbert Steps Improvement Project
- Islais Creek Bridge Repairs
- Sunset Boulevard Water Efficiency Project
- Geary Boulevard Underpass Lighting Retrofit Project
- Leland Avenue Streetscape Project
- Bush Street Repaving Project
- Valencia Streetscape Improvement Project
- Leland Avenue Streetscape Improvement Project
- Van Ness Enhancement Project
- Better Market Street Project



Employee picnic



Students get a tour of BBR lock shop



Educating students about litter



Employee recognition and pin ceremony



Tour of 525
Golden Gate,
PUC
Headquarters

Public Works Week 2011

DPW celebrated national Public Works Week from May 15th-21st, with a variety of activities showcasing and celebrating the hard work and contributions that our staff makes for the City. The week included project tours, an open house for the public at our Operations Yard, an employee picnic and an employee recognition ceremony.

Tours of DPW projects were given by architects and project managers from significant capital improvement projects, such as the Operations Yard, Visitacion Valley Branch Library, Oceanside Treatment Plant, Transbay Terminal and the new PUC Headquarters at 525 Golden Gate.

In addition, Public Affairs worked closely with the DPW Operations for Open House at the operations facility, where over 150 students from San Francisco schools came for Stop Litter presentations and participated in hand on activities, such as filling potholes, painting over graffiti, and building planters.

The Annual Pin Ceremony at City Hall this year honored employees for their five to 35 years of commitment to public service and was held in conjunction with the Employee Recognition Ceremony, which honored staff for their significant contributions for the year.



Emergency Preparedness

Cynthia Chono, Emergency Management Program Manager

DPW's Emergency Preparedness Program builds, sustains, and continuously improves the Department's capability to prevent, protect against, respond to and recover from emergencies in order to save lives and minimize the impact of a disaster. The program goals focus on

- 1) People: preparing each employee to carry out their emergency response responsibilities efficiently and effectively
- 2) Process: enhancing department policies and procedures to incorporate preparing for, mitigating against, responding to, and recovering from disasters, and
- 3) Resources: continuously improve the Department's capacity and capabilities to prevent, mitigate, protect against, respond to, and recover from all types of emergency events by working and learning with others.

DPW's training and exercise strategy includes real-world events as well as planned exercises. This year, DPW facilitated a Department Operations Center (DOC) workshop to develop key action items the DOC Command Staff and each DOC Section would take in the first hours of a disaster.

DPW also partially activated the Departmental Operations Center (DOC) and sent representatives to the city Emergency Operations Center (EOC) during Halloween, the Giants World Series Parade and Celebration, New Year's Eve, Bay to Breakers, and the Pride Parade & Celebration. As a result of these activations, DPW increased coordination with other departments resulting in more efficient debris clearing and reopening of streets to traffic as well as training additional EOC representatives, DOC command and general staff. In October, DPW participated in the California Great ShakeOut for the second time. All DPW worksites participated in the "Drop, Cover, and Hold" statewide earthquake exercise as well as conducted a post disaster Operational Status assessment and report. Field personnel also conducted a radio roll call.



Giants World Series Parade Cleanup

This year DPW's Emergency Management SharePoint page grew to include posting of after action report, NIMS Training Tracking Log, DOC Assignment List and the Emergency Call-out Directory. This allows staff to easily access and update work flow information, contact numbers, department and citywide policies and procedures.



General Services Agency

Training and Development

Training and Development has premiered a comprehensive management development program for supervisors and managers. It is the latest addition to the General Services Agency's (GSA) programmatic approach that supports DPW's strategic plan to "provide supervisors and managers with the skills they need to be successful." The management program focuses on three key areas of importance: analytical skills, managing tasks and managing performance. Participants were offered executive coaching and assessments of their management competency and communications style.



DPW's first Management Program Graduation

In addition, a Public Service Skills Program was launched for DPW Operations' supervisors and captains. The program revolved around building support for the participants' work with the public. Each participant was required to present a topic critical to their work, selecting from ones such as: Prioritizing the Work, Becoming a Resource to the Public, Building Relationships and Best Practices. Training also provided workshops on presentation skills, meeting skills and business writing. One outcome was for supervisors and captains to be able to better represent DPW as a liaison for the public.

The Supervisor Academy continued to provide critical tools and techniques for aspiring, newly promoted and experienced supervisors. Training will continue to provide support for Clean Team Meetings, Harassment Prevention for line-staff and New Employee Orientations.

Human Resources Division

GSA's Human Resources (HR) Division provides strategic leadership in advancing the overall department mission. HR is committed to providing innovative services that will allow for process improvements and increased effectiveness and efficiencies as the City continues to address fiscal deficit. The division recognized its role in partnering with DPW to develop and retain staff; restructure and redesign services; and develop change management strategies. We continue to provide DPW management and employee client services including payroll processing, personnel processing, recruitment and selection services, classification and compensation services, employee and labor relations, Americans with Disability Act accommodations, and Equal Employment Opportunities.

In FY 10-11, GSA HR assisted in facilitating the changes in the reorganization of the DPW Engineering and Architecture Bureaus. The GSA decentralized examination unit administered and adopted fourteen eligible lists for DPW hires. This year, GSA HR reviewed and improved quality of hires by documenting processes and tracking time to fill; improving candidate sourcing; and developing a competency dictionary.



Environmental Health and Safety

Environmental Health and Safety (EHS) promotes workplace health and safety through education and consultation. This year, EHS implemented its Safety Action Plan to continuously improve the Safety Program in GSA and reduce the injury and illness and motor vehicle accident rates with the eventual goal of achieving an injury and accident free work place.

Injury Prevention

DPW continued to implement strategies to reduce injuries. By using additional personal protective equipment and new work practices in the Cement Shop, injuries were down 50% for the second half of the fiscal year. Post injury meetings were held and weekly manager safety visits were conducted at job sites. These continued efforts resulted in a 13% reduction in workers' compensation costs for a savings of \$283,000.

Motor Vehicle Accident Prevention

As part of the efforts to continue to reduce motor vehicle accidents in DPW, drivers were given intervention training. A videotape on how to safely drive a pickup truck was developed to orient drivers on how to operate larger vehicles. Over 350 Operations vehicles were inspected to identify safety hazards including expired fire extinguishers, missing first aid kits and trash.

Thomas Taylor was recognized as a Safe Driver Award of Honor Winner for 2011 from the National Safety Council.



Thomas Taylor, Truck Driver, BSES - 2011 National Safety Council, Safe Driver Award of Honor Recipient

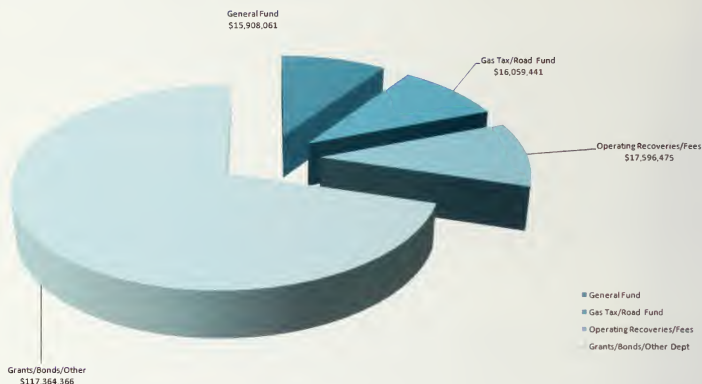
Wellness

EHS held the 4th Annual DPW Health Fair in October 2010. The Health Fair included free medical screenings, flu shots, chair massages, healthy foods cooking demonstrations and information from other City agencies, non-profit groups, and vendors around tips on healthy lifestyles and diets for 400 employees. EHS arranged lunchtime seminars and mini health fairs with over 150 participants and continued to hold daily stretching in 17 Operations work groups. DPW was nominated for a California Fit Business Award.

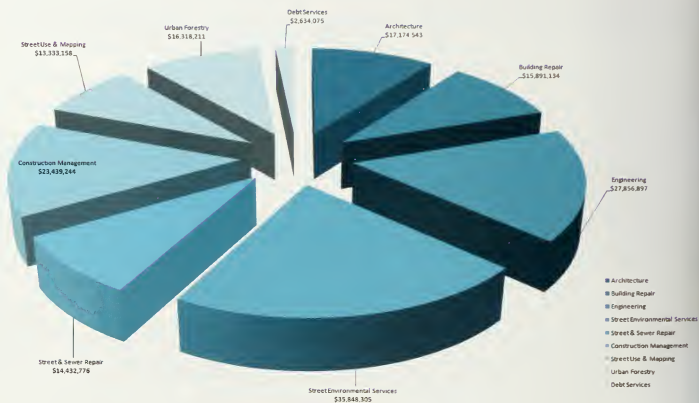




Sources of Funds – Fiscal Year 2011



Use of Funds by Bureau – Fiscal Year 2011



Capital Projects



San Francisco
Office
Mission
Center



2 Ortega Branch Library



3 Public Safety Building



Moscone Center



5 San Francisco General Hospital

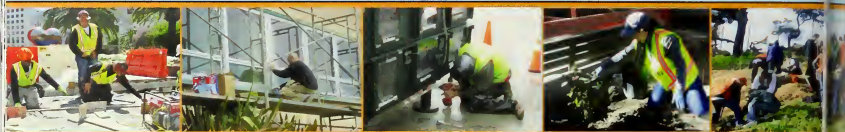


8 Valencia Streetscape Improvement Project

Office of the Mayor
San Francisco, California
Office of the Mayor
San Francisco, California
Office of the Mayor
San Francisco, California

Services

Provided by the Department of Public Works



Adopt-A-Street Program
Arbor Day
Architecture Services
Automatic Public Toilets
Capital Improvement Projects
Community Clean Team
Community Corridors Partnership Program
Condominium Conversion
Construction Management
Curb Ramp Construction
Disability Access
Enforcement
Engineering Services
Graffiti Removal
Graffiti Watch
Green Buildings (Leadership in Energy and Environmental Design-LEED)
Litter Receptacles
Maintenance of Public Buildings
Median Maintenance and Landscaping

Mechanical Street Cleaning
News Rack Program
Permits (Trees, Street-Use & Excavation, Sidewalk Encroachment, Sidewalk Landscaping, etc)
Plaza Cleaning
Pothole Repair
Public Litter Receptacles
Sidewalk/Roadway Inspections
Sidewalk Inspection and Repair Program
Street Construction Coordination
Street Parks
Street Reconstruction
Street Repair
Street Resurfacing
Street Trees
Subdivision and Mapping
Surveying
Urban Gleaning
Utility Undergrounding
Volunteer Programs



DPW on Social Media



[facebook.com/sfdpw](https://www.facebook.com/sfdpw)



twitter.com/sfdpw

Produced by DPW's Office of Communications
and Public Affairs.

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**SAN FRANCISCO
DEPARTMENT OF
PUBLIC WORKS**

**Mayor Edwin M. Lee
City Administrator Naomi Kelly
Director Mohammed Nuru**

**2011-2012
ANNUAL
REPORT**



Making San Francisco a beautiful, vibrant and sustainable city.

San Francisco General Hospital



Moscone Center Capital Improvement Project



Betty Ann Ong Chinese
Recreation Center



Ortega Branch Library



Newcomb Avenue Streetscape Improvement Project



525 Golden Gate Avenue
SF Public Utilities
Commission Headquarters



San Francisco Department of Public Works

Fiscal Year 2011-2012 Annual Report

Edwin M. Lee, Mayor

Naomi Kelly, City Administrator

Mohammed Nuru, Director of the Department of Public Works

Vision

A world class public works organization that contributes to making San Francisco a beautiful, livable, vibrant and sustainable city.

Mission

The Department of Public Works enhances the quality of life in San Francisco by providing outstanding public service. We design, build, operate, maintain, green and improve the city's infrastructure, public rights-of-way and facilities with skill, pride and responsiveness in partnership with the San Francisco community.

GOVERNMENT
DOCUMENTS DEPT

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A Message from Mayor Edwin M. Lee



As a former Director of the Department of Public Works, I have first-hand knowledge of the innumerable programs and services that DPW provides for the City of San Francisco and the incredible amount of skillful work their staff must perform to make our city beautiful, clean, safe and sustainable.

In the next five years, we will invest nearly \$9 billion in improving the City's infrastructure, and DPW will play an essential role in implementing and delivering world-class projects and services to our communities. In addition, much of their work has been instrumental in carrying forth my 17-Point Jobs Plan, a series of initiatives that continues to create jobs and spur economic growth in San Francisco.

Last fiscal year, DPW exceeded their local hire requirements, ensuring that City-funded projects hire San Franciscans and employ local contractors. They have also ramped up their apprenticeship programs, hiring locals to care for their own neighborhoods while giving them the training and experience they need to pursue successful careers.

DPW's efforts to transform our streetscapes, neighborhoods and corridors are making areas inviting and safer for small businesses to invest in and for residents to spend more time outside. DPW's significant progress on the Moscone Convention Center and the James R. Herman Cruise Ship Terminal will be instrumental in increasing tourism and international trade to our City.

As you read through DPW's Fiscal Year 2011-2012 Annual Report, I invite you to learn about the valuable programs and services that the men and women of our Department of Public Works are delivering to San Francisco every day.

A Message from Director Mohammed Nuru

Every part of San Francisco, including each resident and visitor, is touched by the work of our department. DPW works 24 hours a day, seven days a week cleaning, greening, paving, building, designing, operating and maintaining the City's infrastructure. Our dedicated staff carries out these tasks with the community, merchants and partner City agencies. I am proud to showcase our accomplishments in this year's Annual Report for FY 2011-2012, which illustrates the valuable contributions to San Francisco that our over 1,200 DPW employees have made over the past twelve months.

This year, the annual report reflects our updated three-year Strategic Plan, the agency's guiding document. DPW developed the new 2013-2015 Strategic Plan through a series of meetings and workshops where DPW staff and stakeholders from the community and City agencies revised strategic objectives to develop goals and actions for DPW in the next three years. The resulting plan will guide us in serving San Francisco as a world-class public organization. I am very committed to the plan and the process, as it cultivates an environment of teamwork and requires that our bureaus and departments work together toward common goals. This isn't a plan that just sits on the shelf. It is a living, working document, and each month we gather to measure progress in achieving objectives, and we discuss strategies to improve our practices. As you read the pages of the Annual Report, statistics and accomplishments will jump out at you showing that this process works!

DPW has been a part of some excellent work this year. We kicked off the \$248 million Road Repair and Street Safety Bond, passed by voters last November, which will provide much needed repairs to San Francisco's streets, sidewalks, bridges and other structures. And as the amount of street improvement projects is increasing dramatically, we are working together with City departments to increase efficiency in our approach to making the street repairs. We are improving coordination for joint projects like sewer replacements, bus signals, curb ramps, and major streetscapes to save the City money and most effectively bring these important projects to your street.

This year, we witnessed the grand opening of the award winning, DPW-managed Public Utilities Commission Headquarters, one of North America's greenest buildings. We broke ground on the new Public Safety Building and the Bayview Library. We completed the Newcomb Streetscape Improvement Project and moved forward the Market Street project. DPW is managing over \$3 billion of capital projects, with more in the pipeline!

DPW launched our Pre-Apprenticeship jobs program to help develop career paths for residents and we are working on new apprenticeship programs to help put San Francisco residents to work. Our construction projects exceeded the required local hire percentages and every year we hire more local businesses for DPW contracts. I am also very proud that we continued the great tradition of the Community Clean Team events with cleanups in every neighborhood this year with over 6,600 volunteers. Last April, we teamed up with the folks at Starbucks to organize the largest single-day volunteer event in DPW's history. Over 1,700 volunteers turned out to clean up litter, remove graffiti and landscape throughout the City.

There are many more accomplishments from this year and much to look forward to. As always, DPW will be continually improving how this department can deliver outstanding public service to San Francisco. I welcome your feedback on how we can make our city more beautiful, livable, vibrant and sustainable.

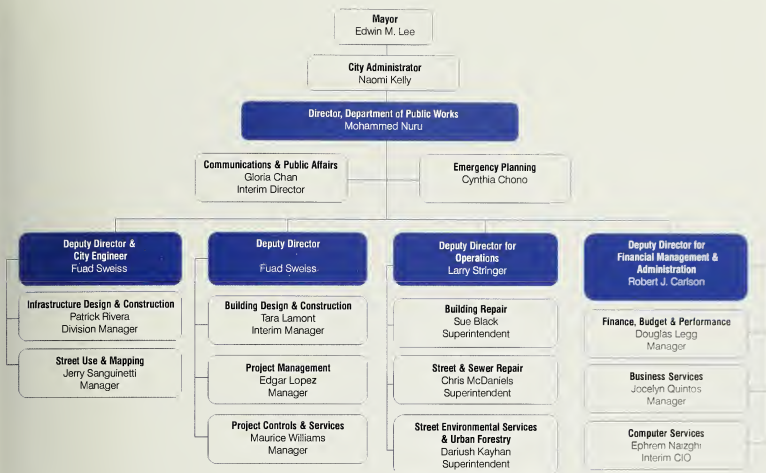


DPW Strategic Plan

1 Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way	6
Enable the safe use of public spaces	8
Enhance the cleanliness of the city	16
Green the city's infrastructure	25
Enhance the attractiveness and utility of public rights-of-way	37
2 Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities	39
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Maintain city facilities to ensure long-term sustainability	60
Establish DPW as the service provider of choice	61
3 Deliver World Class Public Service	62
Retain, develop, and recruit a capable, motivated, and diverse workforce	64
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Communicate effectively	82
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Provide training opportunities for SF residents	90
Ensure SF residents and businesses are employed on DPW contracts	92
Use DPW resources to improve blighted areas and spur economic development	96



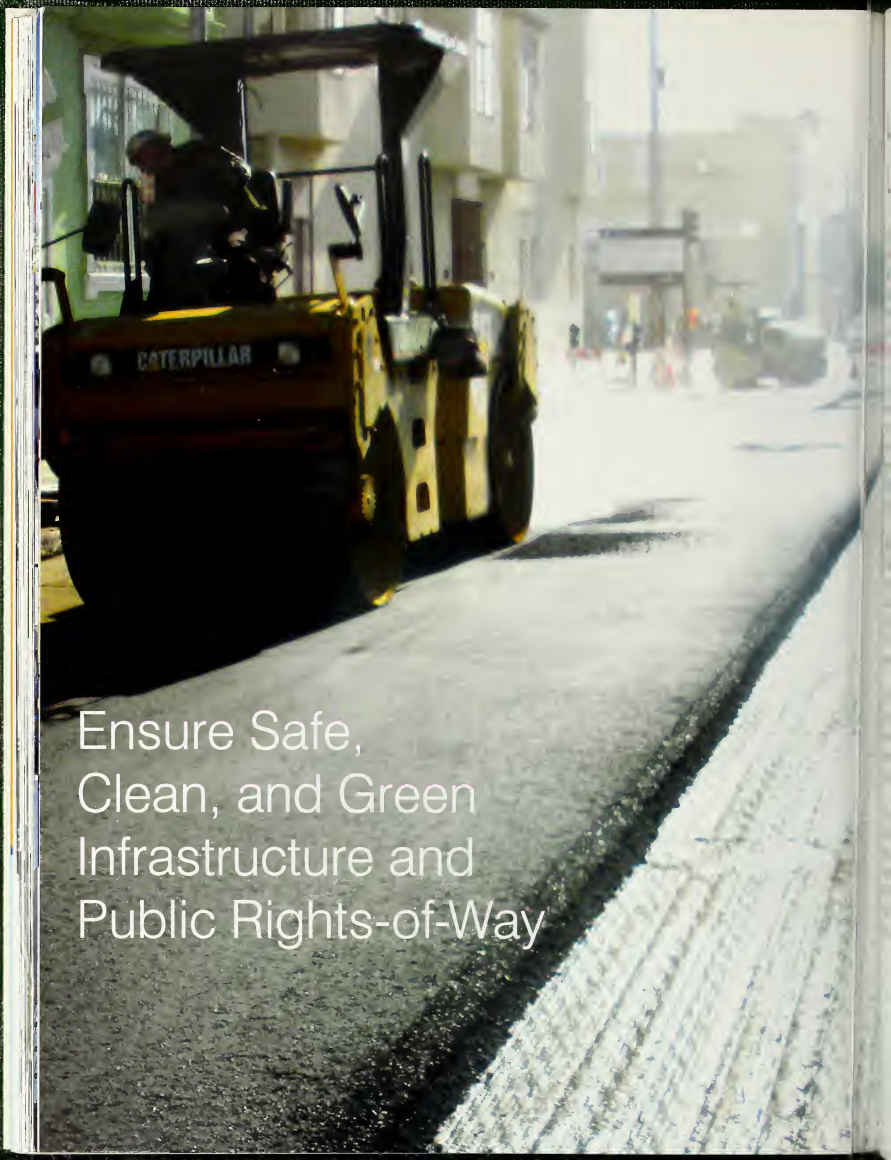
Organization Chart



Overview

The Department of Public Works (DPW) is responsible for the care and maintenance of San Francisco's streets and much of its infrastructure. The department designs, builds, resurfaces and cleans streets; plants and maintains city street trees; designs, constructs and maintains city-owned facilities; conducts sidewalk and roadway inspections, constructs curb ramps, provides mechanical and manual street cleaning, removes graffiti from public property; and partners with the diverse neighborhoods in San Francisco. DPW serves San Francisco residents, merchants and visitors 24 hours a day and seven days a week with a workforce of approximately 1,200 employees.

1,200 employees



Ensure Safe,
Clean, and Green
Infrastructure and
Public Rights-of-Way

Letter from the Deputy Director of Operations, Larry Stringer

Maintaining San Francisco's rights-of-way to be safe, clean and green is an enormous undertaking. It requires hundreds of DPW staff out in the streets, at all times of the day, with a deep familiarity of the neighborhoods they work in and an ability to develop strong relationships and communicate well with residents and merchants. As you read through the annual report, we hope you will be able to understand the scope of work that our crews perform every day – often with limited resources.

Encouraging, educating and assisting residents and merchants to take stewardship of their neighborhoods are paramount to successfully maintain cleanliness and safety. Our Community Corridors Program has hired and trained over 150 Ambassadors to clean and green San Francisco's busiest corridors. Meanwhile, our early morning Spruce Up by Sun Up inspections continued in its second year, alerting store owners to correct trash and blight issues.

After 12 years, our Community Clean Team volunteer program continues to partner city agencies with volunteer groups and businesses to execute large-scale cleanup events. I am also proud to have been a part of the Starbucks Global Day of Service Event – DPW's largest volunteer event in history and the equivalent of 11 Community Clean Team events – where over 1,700 volunteers from Starbucks picked up trash, painted over graffiti and beautified our city.

I am particularly pleased that the voter approved, Road Repair and Street Safety Bond has already begun to fund work to pave and repair our many roads that are in disrepair, as well as fix sidewalks, build curb ramps, make repairs to bridges, enhance and improve the streetscape, and make transit signal upgrades.

DPW continues in its mission to transform underused and vacant public spaces to vibrant places for gathering and fostering community. Our Street Parks program saw the opening of the Beale and Bryant Dog Park and Progress Park; the Newcomb Avenue Streetscape Improvement Project; and the City's Better Market Street project moved forward with public workshops to get feedback from the public on ways to transform how people move and spend time on Market.



Enable the Safe use of Public Spaces

Street and Sewer Repair

Street Paving

The Bureau of Street and Sewer Repair (BSSR) works in partnership with Infrastructure Design and Construction (IDC) to resurface the city streets. This year, BSSR paved 108 blocks. The department is constantly researching and improving methods to repair potholes and other road defects. BSSR now grinds and smooths over defects prior to repair to prolong the life of the street and allow a smoother surface.

130 blocks paved using
21,048 tons of asphalt over
1,646,810 square feet

Sewer Paving

The City's sewer system is comprised of several treatment plants, large box storage structures and a system of main and side sewer collection pipes located under the streets. Broken sewer pipes can cause street cave-ins and roadway depressions also known as sinkholes, which are public safety hazards. DPW crews responded and paved more than 1,000 tons of asphalt related to sewer repairs and depressions in partnership with the SF Public Utilities Commission.

These sewer repairs prevent and reduce sewage backups, street collapses and basement flooding. This fiscal year, the bureau completed 216 sewer related repairs and 226 brick sewer repairs around catch basins and manhole covers. In addition, the team responded to brick repairs around plazas maintained by the city.

12,283
potholes repaired



Sand Removal

DPW, in cooperation with National Park service, performed its annual Great Highway Ocean Beach Sand and Maintenance project. Each year the Bureau of Street and Sewer Repair (BSSR) assesses the physical condition of Ocean Beach in front of the Noriega Seawall and the Great Highway to determine where to move sand from a number of places on Ocean Beach.

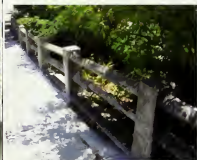
BSSR manages and oversees the relocation of sand for reuse and redistribution while minimizing erosion along the beach front. This past year, DPW relocated 19,000 cubic yards of sand from the promenade to the high tide line on the beach.

The program also focused on grading two areas at the seawall and moving stockpiled sand at Judah, Ulloa and Vicente.

19,000 cubic yards
of sand relocated



Bernal Heights Guardrail (before and after)



Roosevelt Way Guardrail (before and after)



Filbert Street Stairway (before and after)



3rd Street Bridge Guardrail (before and after)



Diamond Heights Boulevard Guardrail (before and after)

Street Structures, Stairways and Bridges

The Department of Public Works maintains over 300 street structures in the city of San Francisco including tunnels, bridges, overpasses, underpasses, viaducts, stairs, retaining walls, and other structures. Infrastructure Design and Construction's Structural Engineering Section and the Bureau of Building Repair (BBR) have the responsibility of maintaining these structures in good operating condition to ensure public safety. The purpose of the Street Structures Inspection and Repair program is to assess the structure's physical condition and need for maintenance and repair. Street structures are rated by the program to indicate their deficiencies, structural adequacy and overall general condition.

Bridge Preventative Maintenance Program

To extend the service life of City-owned bridges, DPW's Structural Engineering Section successfully applied for, designed, bid, and administered the contract for construction of waterproofing, repairs and overlays on ten bridges in FY 2011-2012. DPW began the Bridge Preventative Maintenance Program (BPMP) in 2006 and has successfully used local and Federal Highway Administration (FHWA) funds to prolong the life of sixteen city owned bridges for another ten to fifteen years.

Many of these bridges are more than 50 years old and required asphalt concrete removal, extensive concrete spall repairs, methacrylate resin deck treatment, and polyester concrete overlay and joint seal replacement. For FY 2011-2012, the BPMP successfully repaired the following bridges: Market Street (6 bridges), Highland and Richland Bridges (over San Jose Ave.), and Evans and L-Line bridges. DPW IDC Infrastructure provided Construction Management, and we worked closely with traffic engineers at the San Francisco Municipal Transit Agency.



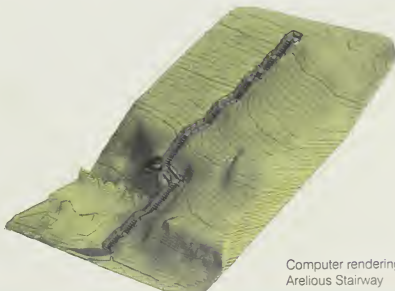
Evans Bridge (before and after)



Richland Bridge (before and after)

Arellious Stairway Replacement

DPW's Project Management and IDC provided project management and structural engineering services for the design of the new Arellious Walker Stairway. The replacement project strives to provide safer public access and further enhance the character and livability of the neighborhood.



Computer rendering of the Arellious Stairway



Repaving and Street Bond Programs

This past year, DPW successfully paved, and rehabilitated 339 blocks and slurry sealed another 84 blocks through the street resurfacing program, which provides safe, smooth, accessible and high quality streets.

DPW Infrastructure Design and Construction Division (IDC) maintains approximately 878 miles of streets, comprised of 12,855 blocks. The IDC Street Resurfacing Program consists of pavement resurfacing; base repair; curb, gutter and parking strip replacement; sidewalk construction related to curb repairs; bus pad construction; curb ramp construction; and roadway striping.

With the passage of the 2011 Road Repaving and Street Safety Bond and with the annual funding the program receives; DPW will repave, repair, and reconstruct various street segments throughout the City to ensure safety in the public-right-of-way for pedestrians, and all vehicles, such as transit buses, cars, trucks, and bicycles. The program links its street resurfacing work with the department's Pavement Management and Mapping System (PMMS); which sets priorities for City-maintained streets based on factors such as the street pavement condition index score (PCI), type of street, geographic location, usage frequency and transit routes.

IDC has also improved maintenance coordination, kept the public informed of new street construction projects and minimized construction impacts to the public. In high-density areas, IDC has coordinated work to take place at nights and weekends to minimize disruption to residents and businesses. Timely street paving has resulted in a smooth ride for transit riders, pedestrians, motorists and bicyclists, increasing the quality of life for San Franciscans while decreasing the tax burden for future generations.

Road Repaving and Street Safety Bond

The \$248 million Road Repaving and Street Safety Bond (Streets Bond) was approved by voters in November 2011. With it, the City will repave streets in neighborhoods throughout San Francisco; repair deteriorating bridges, overpasses and stairways; and make traffic, pedestrian, and bicycle and safety improvements.

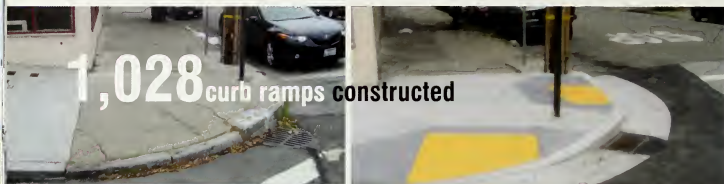
Funding for the first year (\$73.4 million) of the three-year program was allocated in March 2012 and DPW began the first phase of construction in April. Road resurfacing, repairs and repaving projects are planned for 2,300 city blocks, of those approximately 1,400 are bond funded. In a partnership to increase efficiency, DPW staff is working closely with the Public Utilities Commission staff to coordinate all paving projects throughout the City. About 1,700 curb ramps will be designed and constructed with location priorities that residents with disabilities have identified.

2,300 city blocks



For the sidewalk portion of the bond, DPW will repair and improve 125,000 square feet of damaged sidewalks. Streetscape improvement projects will be made in every supervisorial district. Streetscape projects include enhancements for a revitalization of the street: sidewalk extension, bulbouts, street tree planting, landscaping, lighting, roadway median expansion, bicycle improvements, and pedestrian improvements. Finally, the City will upgrade the traffic signal infrastructure to manage traffic congestion and improve the overall reliability of the MUNI transportation system. Work on all projects will continue through 2015.

Curb Ramps



Northwest corner of Precita and Alabama (before and after)

DPW maintains approximately 7,200 street intersections in San Francisco and accessibility at these locations for people with disabilities range from inaccessible to fully accessible. All public and private paving and construction projects are required to provide compliant curb ramps.

In DPW's Curb Ramp Program, through Infrastructure Design and Construction (IDC) and the Bureau of Street and Sewer Repair (BSSR), constructs curb ramp specific projects, and gives priority to locations requested by the disabled. The DPW Curb Ramp Program had a total budget in FY 2010-2011 of \$5.4 million. Coordination with the Mayor's Office on Disability and other city departments ensures efficient design and construction services. DPW evaluates the entire intersection to provide properly located curb ramps that comply with departmental standards and regulatory requirements. In FY 2011-2012, 1,028 curb ramps were constructed in neighborhoods citywide.



Number of curb ramps installed by DPW

Pier 43 (\$6.5 million)



DPW's Building Design and Construction is managing the construction of a new public promenade for the Port of San Francisco at Pier 43, along The Embarcadero between Powell and Taylor Streets.

The project consists of demolition of the majority of Pier 43-1/2 and a portion of Pier 43, both partially condemned asphalt covered timber piers; replacement of the seawall along The Embarcadero between Powell Street and the Franciscan Restaurant including new rip-rap; construction of a new pile supported concrete wharf to serve as a public promenade; reconstruction and re-alignment of a portion of The Embarcadero at Jefferson Street; reconstruction of combined curb and gutter and sidewalk along the northern edge of The Embarcadero; construction of ADA compliant curb ramps; modification and installation of storm water utilities; installation of street and site lights; adjustment and protection of existing utilities; surface improvements to a portion of the bulkead wharf at Pier 45; and temporary traffic and pedestrian control.



Street Sweeping

DPW's Bureau of Street Environmental Services and Urban Forestry (BSES-UF) is responsible for the cleanliness of San Francisco's streets through the use of mechanical street sweepers and Green Machines, strategic placement of litter receptacles and manual cleaning efforts such as sweeping sidewalks in heavily used commercial corridors. DPW removed more than 12 million tons of debris from San Francisco's streets this year.

12,000,000 tons of debris removed

DPW responded to 22,728 reports of illegal dumping this year, dispatching crews to clear debris from sidewalks and streets -- approximately 62 reports each day. Most debris is household items such as furniture, mattresses and bags of refuse.

There are two categories of dumping: sidewalk dumping, which represents the bulk of the items collected by the City, and large-scale, criminal dumping that includes construction debris, shingles, glass, insulation, carpet, green waste and sometimes hazardous materials. DPW addresses the large-scale illegal dumping issues by pursuing criminal investigations and partnering with residents, the SFPD, the District Attorney's Office and the City Attorney's Office -- and when dumping occurs in parks, with the Recreation and Parks Department. DPW attempts to hold businesses accountable for illegal dumping costs.

Illegal Dumping Cleanup and Education

22,728 reports of illegal dumping

To help prevent sidewalk dumping, DPW focuses on education with the Don't Leave it on the Sidewalk campaign, which educates residents and businesses about free garbage pickup and how to identify illegal dumping and report it. This year DPW partnered with Mayor Lee to produce a Public Service Announcement that highlighted the sidewalk dumping campaign. We also sent a mailer out to 10,000 apartment complexes to target dumping that occurs when people move. DPW continued to clean 25 hotspots in southeastern San Francisco with the CalRecycle grant, which funds two years of cleaning.



Empower the Cleanliness of the City

Graffiti Removal



To keep the City free of blight, BSES's Graffiti Unit is responsible for issuing private property owners a Notice of Violation when graffiti appears on their buildings.

Chapter 80, the Community Preservation and Blight Reduction Act, was passed in 2008. The ordinance authorized DPW to serve notice to property owners for blight (graffiti) and initiate proceedings to enter the owner's property to abate graffiti at the owner's expense. DPW is authorized to place a property tax lien on the property if the owner fails to pay the abatement cost and administrative fees.

In FY 2011-2012, DPW's Graffiti unit notified 9,521 owners and issued 532 blight notices.

The unit also complies with the Mayor's directive to abate graffiti on public properties within 48 hours of a report. Because many other city agencies are responsible for the maintenance of a number of buildings and facilities, DPW has an agreement with some of the agencies to abate graffiti, document the work, and send them an invoice.

A photograph of two women participating in the Adopt-a-Street program. They are wearing orange safety vests with reflective stripes and name tags. The woman on the left is wearing a black jacket and a brown cap, holding a broom. The woman on the right is wearing a blue jacket and a blue cap, holding a white trash bag. They are standing on a sidewalk next to a street with cars and trees in the background.

1,563 members in Adopt-a-Street

Adopt-a-Street Program

For 12 years, the Adopt-A-Street Program has worked to keep San Francisco sidewalks clean and beautiful. Administered by DPW Community Programs, Adopt-A-Street is a public and private partnership, between the City and its residents and merchants, where community members are empowered to maintain their own neighborhoods.

The program is simple: groups or individuals adopt their block and take responsibility for keeping it clean of litter, graffiti and illegal dumping. DPW provides free cleaning supplies and public recognition. Community Programs delivers supplies to all of the dedicated Adopt-A-Street members by providing brooms, trash bags and more.

During FY 2011-2012, 167 residents became Adopt-A-Street members. To date, there are a total 1,563 members dedicated to the program.



Community Corridors

The Community Corridors Program began in 2006 to improve the quality of life in the City's busiest commercial corridors through education and outreach. The program helps agencies and property owners maintain a higher standard of cleanliness and encourages them to take ownership of their Corridor by creating a Community Benefits District (CBD): a venue with a dedicated revenue source for the cleaning and greening of neighborhoods.

During FY 2011-2012, Corridors Program added 28 new corridors: ten routes in the Fillmore District, four on Market Street, two on Duboce Street, and one corridor each on Taylor Street, Mission Street near the Financial District, Mason Street, Justin Herman Plaza, Judah Street, Jones Street, Hyde Street, Drumm Street, Cortland Avenue, Harvey Milk Plaza in the Castro District, California Street and 6th Street. These new additions increased the number of corridors in the program from 78 to 106. This means that there are close to 700 blocks under the Community Corridors Partnership Program. A Corridor by definition is between five to eight City blocks.

700 blocks in the Corridors program

Corridors Ambassador Program

The increase in the Corridor routes has also supported the creation of jobs in San Francisco. All corridors now have a dedicated Community Corridors Ambassador: men and women hired to help sweep litter from the sidewalk, clean tree basins, call in graffiti and identify and resolve street conditions. As of July 2012, 150 ambassadors have been trained. DPW partners with the San Francisco Human Services Agency, Goodwill, Mission Neighborhood Center and Economic Opportunity Council to seek potential hires.

Part of the Community Corridors Pre-Apprenticeship Program



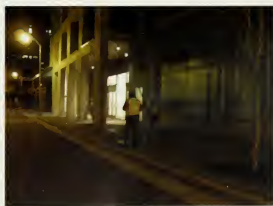
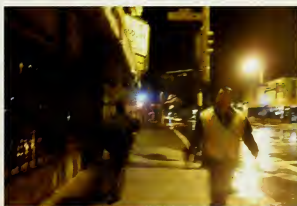
Community Corridors Ambassadors

6,060 deficiencies found
through Spruce Up by Sun Up

Spruce Up by Sun Up

"Spruce Up by Sun Up" is an inspection program where DPW inspectors set out before dawn to look for and address issues that affect the quality of life in San Francisco, such as missing or inadequate garbage service, sidewalk cleanliness, and graffiti and blight issues.

All merchants and property owners receive an inspection schedule in advance with detailed information about City maintenance standards for garbage receptacles, tree foliage and basins; storefronts; awnings; and sidewalks. The goal of the campaign is to keep streets clean and inviting for residents, customers and other visitors.



During FY 2011-2012, for twenty weeks, from August 2011 through February 2012, DPW staff and Recology walked 69 Corridors and found over 6,060 deficiencies including 1687 instances of graffiti on public and private property, 1883 tree-related issues, 1186 private entity issues, and 667 other city agency issues. 361 properties were cited for no garbage service and 933 Notices of Violation (NOV) were issued to property owners for grimy, littered sidewalks or excessive cigarette butts.

Community Clean Team



Over

6,600
volunteers:



Planted

1,795 trees, bushes & plants

Removed graffiti from

90,000 square feet
of public space

Removed

68,850 pounds
of green waste and debris

The Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and community gardens by organizing a Saturday cleanup event in each of the City's eleven supervisorial districts.

Community Clean Team dedicates an entire month to each supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. Clean Team produces additional cleanup events throughout the year at the request of community partners and neighborhood groups.

In FY 2011-2012, more than 6,600 volunteers joined DPW crews to clean the neighborhood

Enhance the Cleanliness of the City

Swept **415** blocks



Clean Team partners include the Recreation and Parks Department, the San Francisco Housing Authority, the Sheriff's Office, Caltrans, the Municipal Transportation Agency, the San Francisco Unified School District, Caltrain, the Mayor's Office of Neighborhood Services, SF Parks Alliance, all of the District Supervisors' Offices, the San Francisco Police Department, Department of the Environment, SF Parks Trust, Department of Corrections and Pretrial Diversion.

Walgreens, Luxor Cab Company, PG&E, Recology, Academy of Art University, Starbucks, the San Francisco Hilton, and the Emerald Fund all make financial, in-kind contributions, and volunteer contributions to the Community Clean Team.



Recology Waste Systems and San Francisco Clean City are key partners in the program and provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. In FY 2011-2012, 50 tons of trash, 51 tons of recyclables and 9.5 tons of organics was collected from residents through this free program.

Starbucks Global Day of Service



In partnership with DPW, Starbucks Coffee Company held its second annual Global Day of Service on Saturday, April 28, 2012. Starbucks enlisted over 1,700 volunteers to complete projects in eleven neighborhoods across the city that include planting, graffiti removal, and other cleaning and greening activities in some of San Francisco's most iconic areas and community gathering spaces.

DPW's Operations Bureaus and Community Programs worked closely with Starbucks to provide logistical support by scouting locations in need of care and maintenance, and providing equipment and support staff to tackle the extensive work scope. The San Francisco event was Starbucks's largest one-day event ever in the world and the largest volunteer event coordinated in DPW's history.

In the one day, three hour period, volunteers:

- Planted 820 plants
- Spread 82 yards of chips
- Installed 4 yards of decomposed granite
- Weeded 85 tree basins
- Removed graffiti from 25,000 square feet of public space
- Trimmed and removed 86,450 pounds of green waste
- Swept debris and collected 40 bags of trash

Over

1,749 volunteers

Removed graffiti from

25,000 square feet
of public space

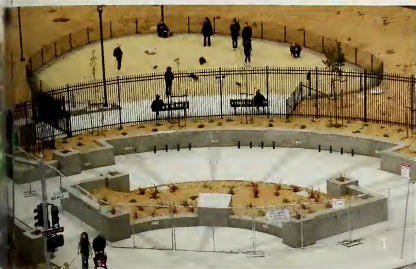
Removed

86,450 pounds
of green waste and debris

Planted

820 plants

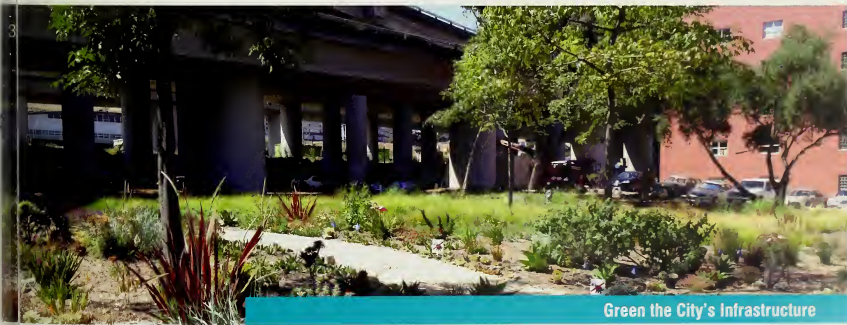
Green the City's Infrastructure



Street Parks

The Street Parks program is a collaboration among DPW's Community Programs and Bureau of Urban Forestry, the San Francisco Parks Trust, and neighborhood groups to create public open-space gardens located on city-owned public rights-of-way. There are numerous undeveloped public open spaces in our City, such as vacant lots, street medians and weedy hillsides -- some of which are in poor condition and suffer from illegal dumping and other unhealthy activities.

A Street Park is a community-managed public open space that can be a school garden, neighborhood beautification project, stairway along the public right of way, or community garden that demonstrates the community's commitment to its neighborhood and its environment. In FY 2011-2012, the DPW hosted a series of workshops and provided volunteers free resources and grant information to create their own Street Park. During this time, DPW also completed the Beale and Bryant Dog Park^{1,2} and continued to improve Progress Park³. The latter street park was supported by the San Francisco Public Utilities Commission, Community Challenge Grant funds, volunteer hours and private donations. Since the Street Parks program began in 2002, 300 people have registered to develop new gardens and street parks. There are now 145 Street Parks.





Streetscapes

Newcomb Avenue Streetscape Improvement Project

The Newcomb Avenue Streetscape Improvement Project¹, located on the 1700 block of Newcomb Avenue (between Phelps and Newhall), includes a myriad of safety and greening features such as the replacement of pavement with landscaped areas; planting of 20 new street trees; and construction of raised crosswalks, corner bulb-outs, curb ramps and mid-block chicanes for pedestrian safety.

The project team also installed stormwater management facilities, such as bio-filtration planters, and transformed 20,000 square feet of impermeable surfaces to permeable ones that will minimize stormwater runoff into the sewer system. Also, the project replaced the main sewer line and installed conduits for future street lighting improvements.



Streetscape projects under design during FY 2011-2012 include:

- 19th Avenue Streetscape Improvements
- Balboa Streetscape Improvements
- Broadway Streetscape Improvements Phase 3
- Folsom Streetscape Improvements
- Point Lobos Streetscape Improvements
- Jefferson Street Improvements (rendering pictured)²
- Great Highway Streetscape Improvements

Church & Duboce Track and Street Improvement Project

The Church & Duboce Track and Street Improvement Project is a collaborative effort between various City agencies and local community groups led by the the SFMTA Capital Investment Program.

With the incorporation of community-based input and inter-agency support from the San Francisco Public Utilities Commission, Department of Public Works, City Planning Department, San Francisco Arts Commission and the San Francisco County Transportation Authority, this coordinated joint venture is meant to serve as a model for future capital projects. By integrating infrastructure and streetscape enhancements along with Better Streets policies, the Church & Duboce Track & Street Improvement Project will create a safer, more attractive, multimodal neighborhood environment.

Streetscape infrastructure improvements include:

- Sidewalk extensions and special street paving treatments
- Widened and beautified boarding islands with special paving treatments
- Installation of new transit shelters with NextMuni electronic signs on boarding islands
- Painted poles and decorative streetlight fixtures
- A new, dedicated bike lane on Duboce between Church and Fillmore Streets
- A new crosswalk along westbound Market Street at Church and 14th Streets
- New seating, plantings and public art
- Curb ramp upgrades
- Water and sewer improvements
- Streetlight replacement

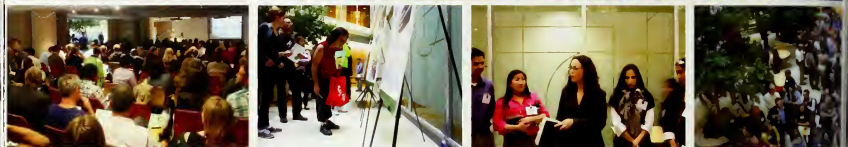


Rendering of the Church & Duboce Street Improvement Project

Design Services were provided by DPW Landscape Architecture and Streets and Highways Sections

DPW staff oversaw design and construction of:

- Sidewalk extensions and special street paving treatments
- Widened and beautified boarding islands with special paving treatments
- New seating, plantings, and railings
- Curb ramp upgrades
- Worked closely with SF Arts Commission on the public art component



Better Market Street

The goal of the Better Market Street project is to revitalize Market Street from Octavia Boulevard to The Embarcadero and re-establish the street as a premier cultural, civic, transportation and economic center of San Francisco and the Bay Area.

During the fiscal year, the Better Market Street Project team presented research on the current state of the corridor and exemplary uses based on precedents from around the world. They also identified four priorities that citizens ranked most important for the corridor: place-making, or improving the quality and character of public spaces; creating an interesting and attractive pedestrian experience; building an infrastructure that facilitates bicycling; and reinvigorating economic vitality by inviting businesses to replace vacant storefronts.

The team also prepared for the second round of workshops and webinar for the project, held July 2012, to share initial concepts with the public that will inform the future design of the corridor. The workshops and webinar, attended by over 300 people, allowed participants to discuss ideas to improve the way people move and spend time along the street and share feedback on initial ideas on how to make the street safer and more efficient to walk, bike and take public transportation; and how to develop the sidewalks and public spaces into more inviting places to shop and experience the arts and enjoy the vibrancy of San Francisco.

The Better Market Street Project is led by the SF Department of Public Works in collaboration with the SF Planning Department, SF Municipal Transportation Agency, SF County Transit Authority, and the Office of Economic and Workforce Development. Learn more about the project at www.bettermarketstreetsf.org

Greening Projects



DPW's Bureau of Urban Forestry and Community Programs completed many significant beautification projects throughout San Francisco to green our neighborhoods and commercial corridors and improve major gateways into the City.

During the FY 2011-2012, the DPW greened the

- Geary medians from Funston Street to 7th Avenue with new landscape fabric, chips and shrub planting².
- Van Ness medians from Union Street to Pacific Avenue doing work such as deadheading flowers, planting shrubs and spreading chips.
- Sunset Boulevard by replacing the grass in the center medians with a type that requires low water use and less mowing; working with the **PUC** to upgrade irrigation; and adding decomposed granite to the path along Sunset Boulevard².

and performed tree maintenance along

- Sunset Boulevard by removing dead or declining trees and pruning many large pines and cypress trees for public safety³.
- 24th Street, from Potrero Avenue to Osage Street
- 3rd Street, from 16th Street to Bayshore Boulevard
- California Street, from Mason Street to 33rd Avenue
- Columbus Avenue, from Montgomery Street to North Point
- Cortland Avenue, from Mission Street to Bayshore Boulevard
- Divisadero Street, from Waller Street to Pine Street

40,000 street trees
are maintained by DPW



Street Trees

The DPW's Bureau of Urban Forestry maintains about 40,000 street and median trees and estimates that other agencies and private property owners maintain another 65,000 street trees. Last fiscal year, DPW began the transfer of DPW maintained street trees to property owners and approximately 1,000 trees have been transferred.

During FY 2011-2012, DPW focused on the watering, re-staking and weeding of approximately 2,929 trees and replaced and planted 263 trees citywide. The bureau also issued 1,065 tree planting permits and 158 sidewalk landscaping permits to property owners. Tree planting provides a healthier and more environmentally sustainable City by improving air and water quality, increasing storm water diversion, providing energy savings, improving wildlife habitat and increasing property values.

Street Trees Planted - DPW and Permitted Sites



2011 Arbor Day

The 2011 Arbor Day celebration took place at Brotherhood Way where Mayor Edwin Lee and DPW worked with volunteers and families to focus on maintenance of the trees that were planted for Arbor Day in 2009, along Brotherhood Way. More than 300 volunteers placed landscape fabric and mulch along medians, replaced shrubs and helped with tree pruning.

The celebration also included a signature tree planting and dedication to Nobel Laureate and Green Belt founder, Wangari Muta Maathai. Dr. Maathai inspired the planting of millions of trees worldwide, and used tree planting and environmental restoration as a tool to empower women in rural communities. The founding member of the US Green Belt Movement, Huey Long, attended the event and received the Mayor's declaration on behalf of the Maathai family and the green belt movement. The signature tree is a *Rhus lancea*, or African Sumac, an African tree well-suited to San Francisco's climate. Other highlights included the Eco-fair, featuring activities such as planter box building, bucket rides, information on recycling and composting, an Arbor Day poster contest and other environmental activities.

Landscape and Playground Projects



Lafayette Park

On behalf of the Recreation and Parks Department, DPW's Building Design and Construction (BDC) designed the comprehensive renovation of Lafayette Park, which includes the expansion of existing programs such as the children's playground, dog run, and picnic and gathering areas; reduction of water consumption and reintroduction of native habitats through use of native plants; and improvement of basic infrastructure including drainage, pathways and irrigation. Funding for the \$7 million project comes from 2008 Clean and Safe Neighborhoods Parks Bond. Construction started June 2012, with estimated completion in Spring 2013.



McCoppin Square

On behalf of the Recreation and Parks Department, BDC led the renovation of McCoppin Square^{1,2,3}, which included work such as ADA accessibility improvements to previously inaccessible areas of the park; expansion of the existing playground; improvements to the baseball field, tennis court, and basketball court; addition of a new set of restrooms; and a new contemplative garden.

McCoppin Square, an 8.9-acre park in San Francisco's District 4, reopened October 2011 after a \$3.8 million renovation. The project is the first to be completed under the Clean and Safe Neighborhood Parks Bond, which voters overwhelmingly supported in 2008 and \$1.5 million under budget, a direct result of efficiency from project management teams from the San Francisco Recreation and Park and the Department of Public Works.

Potrero Playground Renovation

On behalf of the Recreation and Parks Department, BDC led the renovation and expansion of the Potrero Playground^{1,2}; reconfigured palm trees to create sense of entry; provided new accessible parking and passenger loading zones; installed new perimeter fencing; created a new baseball field with fencing, a backstop and landscaping; and cleared existing vegetation at the eastern edge of the site to provide vistas of the bay.



West Sunset Playground

On behalf of the Recreation and Parks Department, BDC led the renovation of the West Sunset Playground^{4,5,6} and public plaza adjacent to the West Sunset Clubhouse and Ortega Branch Library. Improvements included two new playgrounds -- one for school-aged children and the other for pre-school aged children; preservation and rehabilitation of the existing pine tree grove; and repaving and beautification of a large public gathering place immediately south of the library.

Heron's Head Park



Heron's Head Park is a peninsular park located on 24 acres of San Francisco's Southern Waterfront. Formerly constructed as Pier 98, this location was slated to be a shipping terminal in the 1970s, an endeavor which never materialized. Over time, a salt marsh emerged and attracted various birds and aquatic wildlife. In the late 1990s collaborative funding from various entities expanded the marsh, constructed trails, picnic and bird-viewing areas, and a fishing pier. Since Pier 98 was officially reopened to the public as Heron's Head Park in 1999, each year the park is visited by thousands of walkers, bird-watchers, students, and more than 100 bird species. The park is home to the EcoCenter, where environmental education programs managed by a local non-profit organization have been offered to urban youth, free of charge.

Currently, DPW BDC is managing the construction of the Heron's Head Park Improvement project, which upon completion will enhance the educational and recreational use of the park with the following new features: a parking lot, a meadow, a dog run, picnic areas with barbeque pits and tables, composting toilets, solar powered light fixtures, and paving for the 12' wide path which leads over half a mile into the San Francisco Bay with GraniteCrete, a patented paving product installed in areas such as Monterey, Carmel and the visitors area at the south end of the Golden Gate Bridge.

Enhance the attractiveness and utility of public rights-of-way

Sidewalk Inspection and Repair Program

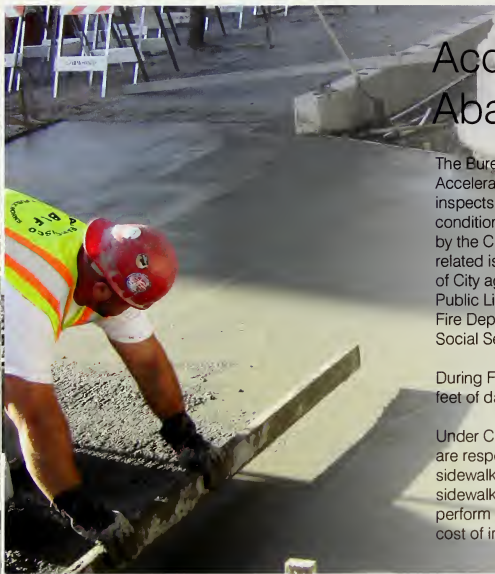
The Sidewalk Inspection and Repair Program (SIRP), instituted in 2007 by the Bureau of Street Use and Mapping, is a program that inspects all sidewalks on a 25 year cycle with a schedule that prioritizes inspections by pedestrian usage. The SIRP program informs public and private property owners of sidewalk damage and quickly coordinates repairs to improve pedestrian safety.

Locations that receive priority for sidewalk inspection and repair are those identified with the greatest number of community elements: commercially-zoned districts; MUNI routes; sidewalks within 500 feet of schools, public facilities, hospitals, or senior centers; and densely populated areas. The SIRP program also prioritizes areas in accordance with the American with Disabilities Act (ADA), giving "priority to walkways serving entities covered by the Act, including State and local government offices and facilities, transportation, public accommodations and employers, followed by walkways serving other areas."

During FY 2011-2012, SIRP inspected 205 square blocks, issued 3,421 notices to repair to private property owners, and 1,416 to City agencies, public and private utility agencies. SIRP has repaired 171,350 square feet of sidewalk fronting 217 square blocks, of which 71,872 square feet are fronting public sidewalks. Out of the Notices to Repair issued and repaired, invoiced and collected, SIRP has referred 93 outstanding invoices to the Board of Supervisors to approve as assessments on the property owners' property taxes.



171,350 square feet
of sidewalk repaired



Accelerated Sidewalk Abatement Program

The Bureau of Street Use and Mapping's (BSM) Accelerated Sidewalk Abatement Program (ASAP) inspects and quickly repairs sidewalks with egregious conditions along the Throughway Zone, an area defined by the City's Better Streets Plan, with ADA accessibility-related issues, around City-maintained trees and in front of City agencies such as the Real Estate Department, SF Public Library, SF Unified School District, Juvenile Court, Fire Department, Recreation and Park Department, Social Services and DPW offices.

During FY 2011-2012, the ASAP repaired 42,208 square feet of damaged sidewalks around 74 public locations.

Under City and State codes, fronting property owners are responsible for the repair and maintenance of the sidewalk fronting their property. If they fail to repair the sidewalk after having been duly notified, the City will perform the repair and invoice the property owner for the cost of inspection and abatement.



Newsracks

Sidewalk clutter, caused by free standing news racks, can be an eyesore and make it difficult for residents, visitors, and people with disabilities to use our sidewalks. BSM is responsible for administering the City's News Rack Ordinance, which reduces sidewalk clutter from freestanding news racks by requiring fixed-pedestal news racks instead of individual, free-standing racks. Article 5.4, Section 184 (the News Rack Ordinance) regulates the placement and maintenance of free standing news racks. During FY 2011-2012, more than 3,000 citations were issued to publishers for free standing news racks found non-compliant.

During the fiscal year, 19 pedestal units were installed throughout the city. More than 40 vacant box spaces were reassigned to publishers through reallocations.

Enhance the attractiveness and utility of public rights-of-way



Create and Maintain
Beautiful, Highly Functional,
and Sustainable Facilities

Letter from Fuad Sweiss, PE, PLS, LEED AP City Engineer & Deputy Director for Public Works, Infrastructure & Building Divisions

Fiscal Year 2011-2012 marked the milestone transition of DPW's Engineering Division from five Bureaus with about 780 employees into two Divisions; Infrastructure and Building. The new Infrastructure Design & Construction Division was created to deliver design and construction management services for horizontal projects such as streets, underground utilities,

sidewalks, and curb ramps. The Building Design & Construction Division was structured to provide design and construction management services for vertical projects such as libraries, hospitals, fire stations, and port facilities. The reorganization was mainly based on modern concepts used by the industry, as well as ideas developed by our own staff through various workshops. Under the new structure, teams of architects, engineers, and construction managers work hand in hand on projects from inception to completion.

While navigating through this challenging reorganization, we nevertheless continued to work on our expansive portfolio of projects valued over \$3.0 Billion. Through this Annual Report, I am pleased to present some of these projects and commend my staff for the exemplary work and services they delivered throughout the year.

By the end of June 2012, we celebrated the completion of the state-of-the-art LEED Platinum Public Utilities Commission Headquarters, Betty Ann Ong Recreation Center, Helen Diller Park, AIDS Clinic, Potrero Hill Health Center, and the Visitacion Valley, Ortega, and Golden Gate Libraries. We managed a \$50 Million renovation for the Moscone Center, with crew working around the clock; and made significant progress on the \$887 Million General Hospital project including topping off the steel structure of the Trauma Center. Also, we broke ground on the \$164 Million Public Safety Building, the Bayview Library, Lafayette Park, Cabrillo Playground, and began work on many of the City's fire stations.

As host of the International 34th America's Cup sailing race, San Francisco planned major improvements along the Embarcadero to be used as venues. Our engineers worked hard with the Port of San Francisco on the design and construction of the \$100 Million James R. Herman Cruise Ship Terminal at Pier 27, first to be used as the Cup's main venue, then to be converted into San Francisco's World-class cruise ship terminal.

In November 2011, San Francisco voters passed an important bond measure for DPW: the \$248 Million Road Repaving and Street Safety Bond intended to inject additional funds for street and sidewalk projects, bike lanes, and improve access for the disabled. Through close collaboration with other City departments and community organizations, we carefully scheduled all bond projects to make sure they are completed by 2015.

The year didn't pass without major improvements in the way we work together and deliver services. We started implementing our own Enterprise Project Management System to assist in managing projects and we acquired computer tablets for our street inspectors to improve efficiency. Also, our staff participated in several exercises with other departments and continued to play an active role in responding to emergencies. We hosted delegations of engineers from various countries including New Zealand, China, Turkey, Palestine, and Israel, in order to exchange information and ideas. As City Engineer, I travelled with a team of experts to Turkey to inspect and learn from the impact of two devastating earthquakes that hit the Van region in October 2011. Further, we participated in discussions with UC Berkeley scientists to implement the Earthquake Early Warning program, making San Francisco the first city in the nation to invest in such a system.

The projects, activities, and accomplishments are too many to list here and I invite you to read more about our work throughout this report. Moving forward, we are focused on pursuing the highest standards in our designs while achieving long-term sustainability. I look forward to continue leading the design and construction teams of DPW and working on the new projects we have planned for the upcoming years!

Design, build, and renovate facilities to meet or exceed intended uses

Capital Projects



Betty Ann Ong Chinese Recreation Center (\$21 million)

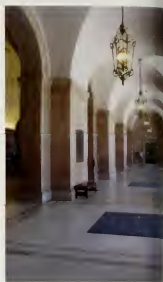
On behalf of the Recreation and Park Department, DPW's Building Design & Construction and Infrastructure Design & Construction provided architectural, landscape design, engineering and construction management services for the new Betty Ann Ong Chinese Recreation Center. Amid lion dancers, musicians, elected officials and hundreds of community residents, the new complex opened to the public on July 14, 2012.

The new building is 24,234 square feet with over 10,000 square feet of outdoor space. The three-level above ground complex has new landscaping, play equipment and a repaved basketball court. The major interior program spaces include a gymnasium, arts and crafts room, weight room, multi-purpose room, and supporting facilities such as offices, restrooms, a kitchen, mechanical and electrical rooms, and storage. Designed as a green building to LEED Silver specifications, though it will likely receive Gold certification, green features include storm water collection on site for irrigation, use of low-emitting materials, daylight for over 75% of spaces, exterior views for over 90% of spaces, increased ventilation, energy efficient HVAC system, air delivery monitoring, and public transportation access.

On September 1, 2011 a topping off ceremony was held where the mayor announced the intention to dedicate the center to Betty Ann Ong, an American Airlines flight attendant during 9/11.



Design, build and renovate facilities to meet or exceed intended uses



San Francisco War Memorial Veterans Building Seismic Upgrade & Improvements (\$96.5 million)

The War Memorial Veterans Building, designed by Arthur Brown Jr., the architect of City Hall, was formally dedicated on Armistice Day, November 11, 1932. Since then the building has been the site of numerous historic events, the most notable of which was the signing of the United Nations Charter in 1945. In 1989, the Loma Prieta earthquake caused damage at all levels of this historic building. The seismic assessment conducted in 1996 concluded that in a major earthquake, the structure would sustain significant damage and pose appreciable life safety hazards to building occupants. In addition, the building has badly deteriorated building systems, comprised largely of the original 1932 equipment including 80-year old boilers.

On behalf of the San Francisco War Memorial and Performing Arts Center, DPW's Building Design & Construction (BDC) and Infrastructure Design & Construction (IDC) are providing project management, architecture, engineering, and construction management services for the project. The proposed seismic upgrade and improvements will save and transform this underutilized historic civic asset into a vibrant and lively home for arts and veterans organizations. All work on the project will comply with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

The key components are seismic upgrade and earthquake damage repair, facility preservation and modernization, ADA compliance, hazardous materials abatement, and tenant improvements to the basement, first, second, and third floors. The project is scheduled to be completed in mid 2015.

Design, build and renovate facilities to meet or exceed intended uses



San Francisco Office of the AIDS Renovation (\$5.3 million)

On behalf of San Francisco Department of Public Health, DPW's Building Design & Construction is providing architecture and engineering services for the San Francisco Office of the AIDS Renovation (SOAR) Project, which consists of 21,280 SF of interior renovation and tenant improvement work on various floors of an eight story 1911 building at 25 Van Ness Avenue. Due to the rapid growth of the AIDS Office in recent years, the existing facilities were no longer able to accommodate current research activities and prohibited further expansion

Space limitations pose a significant barrier to maximizing the speed, efficacy, and effectiveness of current and future HIV research efforts. The renovation project mitigates many of these issues by reprogramming and redesigning the existing facilities and expanding and consolidating the AIDS Office. The First Floor expansion adds 9,100 SF of new clinical exam, interview, and counseling rooms; additional chart storage; administrative offices and related support spaces. Renovation on the Third, Fifth, and Sixth Floors provides a new community meeting space; more efficient and better ventilated exam rooms; relocation of the Registry optimizing storage and access; and improved offices and workspaces for staff and trainees. Phase 1 (65% of renovation on first floor) is complete as of August 2012, with project completion targeted for early 2013.

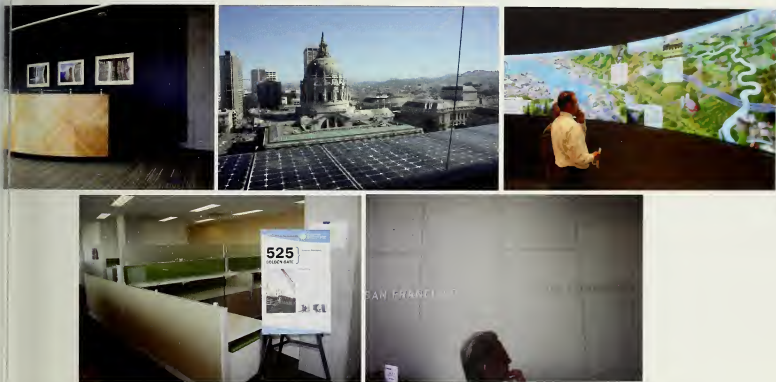


Design, build and renovate facilities to meet or exceed intended uses

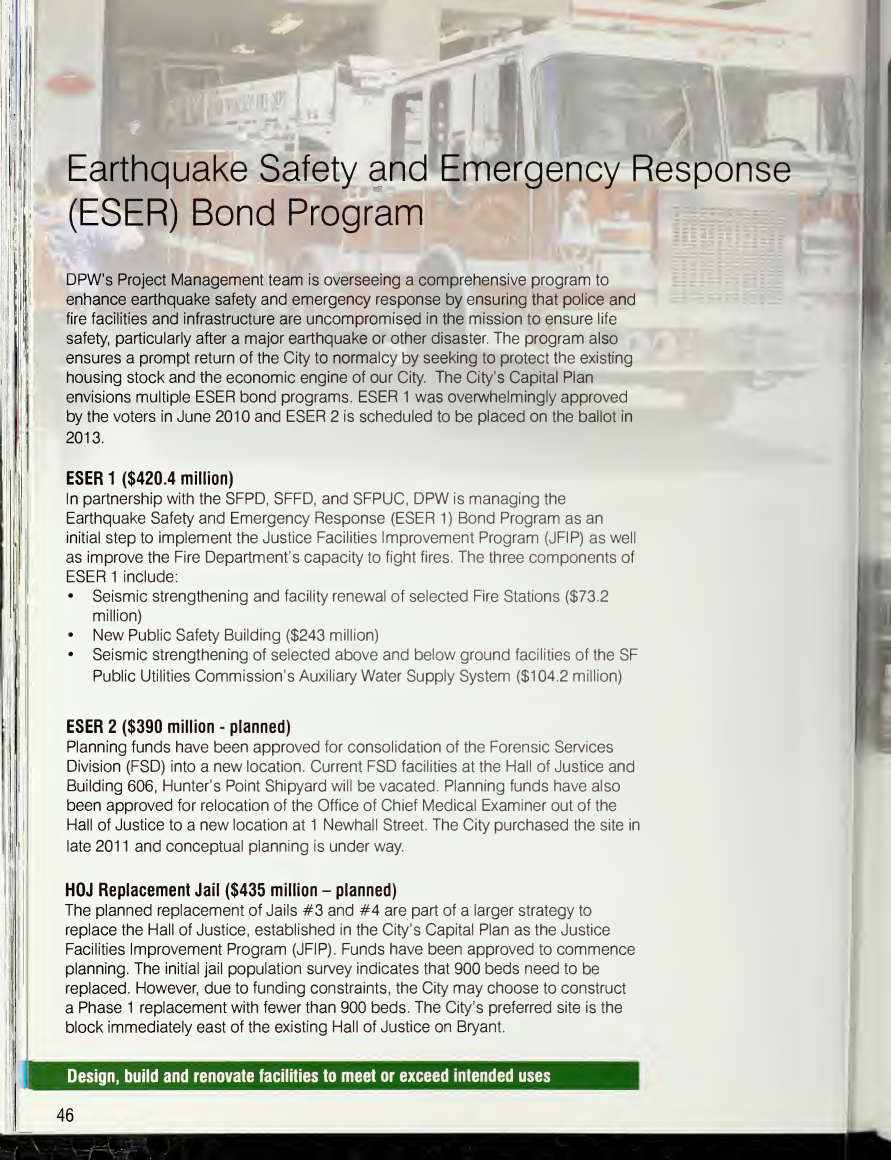
525 Golden Gate
San Francisco Public
Utilities Commission
Headquarters
(\$201 million)

Design, build and renovate facilities to meet or exceed intended uses

DPW's Project Management team celebrated the successful grand opening of the new headquarters of the San Francisco Public Utilities Commission (SFPUC). The new 13-story office building houses 1,000 employees and has been featured in numerous media and industry publications. It is expected to achieve the highest Leadership in Energy and Environmental Design (LEED) certification, LEED Platinum, by utilizing innovative sustainability features such as a 100% on-site waste water recycling system; renewable electricity generation from photovoltaic panels and wind turbines; water conservation through low-flow fixtures; and a highly efficient automated lighting system. The building also utilizes an innovative structural system with post-tensioned concrete vertical cores that will allow for immediate occupancy following a seismic event. It has been designed for a 100-year lifespan, allowing the SFPUC to save rate payers \$3.7 billion over the life of the building (\$500M in today's dollars).



DPW managed the design team that consisted of joint ventured executive architects and 28 sub consultants. The SFPUC Headquarters was constructed ahead of time and within budget. Key building features include a childcare center, café, 68 interior bicycle racks, showers and lockers for employees, \$4.5 million worth of public art, an integrated building management system, photovoltaic panels, wind turbines, underfloor heating and cooling, and automated exterior and interior window shading systems. The project was substantially complete June 2012, two months ahead of schedule.



Earthquake Safety and Emergency Response (ESER) Bond Program

DPW's Project Management team is overseeing a comprehensive program to enhance earthquake safety and emergency response by ensuring that police and fire facilities and infrastructure are uncompromised in the mission to ensure life safety, particularly after a major earthquake or other disaster. The program also ensures a prompt return of the City to normalcy by seeking to protect the existing housing stock and the economic engine of our City. The City's Capital Plan envisions multiple ESER bond programs. ESER 1 was overwhelmingly approved by the voters in June 2010 and ESER 2 is scheduled to be placed on the ballot in 2013.

ESER 1 (\$420.4 million)

In partnership with the SFPD, SFFD, and SFPUC, DPW is managing the Earthquake Safety and Emergency Response (ESER 1) Bond Program as an initial step to implement the Justice Facilities Improvement Program (JFIP) as well as improve the Fire Department's capacity to fight fires. The three components of ESER 1 include:

- Seismic strengthening and facility renewal of selected Fire Stations (\$73.2 million)
- New Public Safety Building (\$243 million)
- Seismic strengthening of selected above and below ground facilities of the SF Public Utilities Commission's Auxiliary Water Supply System (\$104.2 million)

ESER 2 (\$390 million - planned)

Planning funds have been approved for consolidation of the Forensic Services Division (FSD) into a new location. Current FSD facilities at the Hall of Justice and Building 606, Hunter's Point Shipyard will be vacated. Planning funds have also been approved for relocation of the Office of Chief Medical Examiner out of the Hall of Justice to a new location at 1 Newhall Street. The City purchased the site in late 2011 and conceptual planning is under way.

HQJ Replacement Jail (\$435 million – planned)

The planned replacement of Jails #3 and #4 are part of a larger strategy to replace the Hall of Justice, established in the City's Capital Plan as the Justice Facilities Improvement Program (JFIP). Funds have been approved to commence planning. The initial jail population survey indicates that 900 beds need to be replaced. However, due to funding constraints, the City may choose to construct a Phase 1 replacement with fewer than 900 beds. The City's preferred site is the block immediately east of the existing Hall of Justice on Bryant.

Design, build and renovate facilities to meet or exceed intended uses



Public Safety Building (\$243 million)

DPW is managing the construction of the Public Safety Building (PSB) which will provide a new venue for the SFPD Headquarters – effectively the command and control administration of the City's police department- including the relocation of Southern District Station and a new Mission Bay Fire Station.

Both the Police Headquarters and the Southern District Police station are located at 850 Bryant, also known as the Hall of Justice. This facility is over 50 years old and does not meet current seismic codes and requirements. In the event of a major earthquake, this building is not expected to be operational. The PSB will provide a new venue for these two police elements that are a part of a larger strategy to replace the Hall of Justice, established in the City's Capital Plan as the Justice Facilities Improvement Program (JFIP).



The project is designed by HOK and Mark Cavagnero Associates ^{LLP}, in collaboration with the DPW Building Design and Construction (BDC). BDC is responsible for programming, planning and interior design services for 290,000 SF of the Police Headquarters office space, Fire Station 4 and the Police Station as well as the rehabilitation of historic Fire Station #30 that will serve as a multi-purpose facility for the Fire Department and the community.

A ground breaking ceremony was held on September 8, 2011 and construction began in December 2011. The basement level excavation and shoring wall has been completed, with pile-driving underway. The project schedule aligns with commitment to voters, with a target move-in date of fall 2014. Substantial completion is on track and the project is trending below the budget, as evidenced by the cumulative bid prices to date on the 20 out of 30 already bid trade packages.

Design, build and renovate facilities to meet or exceed intended uses

Neighborhood Fire Stations (\$73.2 million)

Fire Station renewal work has historically been underfunded resulting in a significant backlog of renewal needs. At 42 active fire stations, DPW's Project Management team provided detailed planning to identify a focused expenditure of bond funds on scope that is both strategic and cost effective. As a result of this deliberate process of existing conditions' verification and refinement of preferred scope of work, the final reconciled list of projects was accepted by the Fire Commission in April 2012.

The renovation strategy is to address 22 stations with one of three levels of improvement:

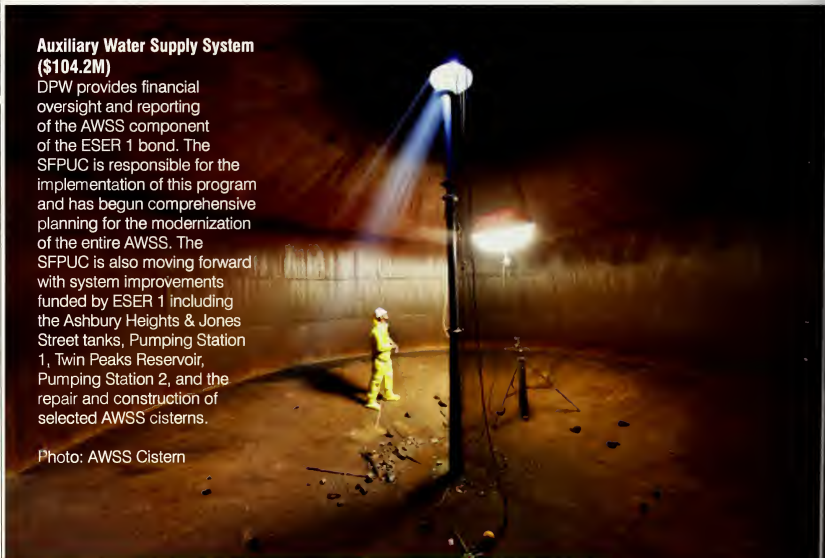
- Focused Scope, to correct severe deficiencies of selected building components to assure station functionality for 8 – 10 years at 16 fire stations. DPW Building Design & Construction is providing architectural services on these projects and the Bureau of Building Repair is constructing selected scopes of work such as windows and showers.
- Comprehensive, to correct all deficiencies related to emergency response and health and safety issues, and to renovate, renew or replace major building systems to assure station functionality for 15+ years at one fire station.
- Seismic, to improve seismic performance at five SFFD facilities to conform to current building regulations, as well as to complete a comprehensive renovation.

This year, all projects have commenced planning and design, and construction began on schedule in fall 2011 on the Focused Scope projects.

Auxiliary Water Supply System (\$104.2M)

DPW provides financial oversight and reporting of the AWSS component of the ESER 1 bond. The SFPUC is responsible for the implementation of this program and has begun comprehensive planning for the modernization of the entire AWSS. The SFPUC is also moving forward with system improvements funded by ESER 1 including the Ashbury Heights & Jones Street tanks, Pumping Station 1, Twin Peaks Reservoir, Pumping Station 2, and the repair and construction of selected AWSS cisterns.

Photo: AWSS Cistern



Design, build and renovate facilities to meet or exceed intended uses

James R. Herman Cruise Ship Terminal at Pier 27 (\$92 million)

The Port of San Francisco has retained the services of DPW to develop the existing Pier 27 into a new primary cruise ship terminal and public plaza. DPW Project Management is overseeing the \$92 million project with Building Design & Construction providing mechanical engineering and landscape architectural services for the construction of this significant capital project. The joint venture of KMD Architects and Pfau Long Architecture¹ is providing the architectural and engineering services. These teams will work in collaboration to deliver a complete, efficient, functional, and operational facility within the targeted budget and schedule goals of the project.

With DPW's leadership, the Port intends to transform the existing ten-acre Pier 27 site into a vibrant year-round cruise terminal, public plaza and community facility that meets security and passenger handling demands of the cruise industry, while also allowing for public recreation and special event uses. The terminal will be a 21st century new fresh face for the cruise line visitor designed to stream line the embarking and debarking exercise and enhance their visit to San Francisco. With the award of the America's Cup to San Francisco, the Cruise Ship Terminal at Pier 27 will host its first special event, as the starting & finishing line for the America's Cup. After the Cup is completed, Pier 27 will open as San Francisco's premier cruise ship terminal.

The Project will be constructed in two phases. As a part of the agreement with the America's Cup, substantial completion of Phase I of the Terminal project² will be completed in March 2013. At the close of the event, the Terminal building will be returned to the Port and Phase 2 will begin. Phase 2 includes completing the interior spaces specific to the needs of the Cruise Terminal, landscaping, and the public plaza. The project is on schedule and this fiscal year, the demolition of the former Pier 27 shed and the Administration Building were completed and the contractor erected structural steel and formed the elevator/escalator and sewer ejector pits.

Design, build and renovate facilities to meet or exceed intended uses



Moscone Center Capital Improvement Program (\$56 million)



Design, build and renovate facilities to meet or exceed intended uses

DPW's Project Management team, in partnership with the San Francisco Tourism Improvement District Management Corporation, successfully completed on schedule and under budget, a series of tenant improvements at the Moscone Convention Center's South, North and West buildings. The project not only upgraded the facilities, but employed a "branding" strategy to enhance convention visitors' memories of San Francisco. The "branding" Approach was a creative, colorful, sustainable environment developed by HOK Architects that used a bright and modern palette to showcase our cultures and communities within a backdrop of natural materials from California.

DPW implemented an Integrated Project Delivery (IPD) method to coordinate the services of a Construction Manager / General Contractor (CM/GC) to offer constructability review and cost estimating services as well as to plan and organize the sequence of construction. A key strategy was to schedule the construction work without disturbing important convention activities. To this end the construction was bid in a series of packages between December 2010 and June 2012.



Work included remodeling restrooms; upgrading HVAC equipment, finishes, and kitchen equipment; and refurbishing escalators. Thirty-seven graphics, depicting San Francisco and the Bay Area's beautiful natural setting were installed on the walls throughout the buildings. Moscone is now considered fully accessible and with the installation of a comprehensive way finding program, convention visitors will find it much easier to navigate throughout its vast spaces. In addition, the installation of a permanent wireless system with the highest density of any facility in the country positions Moscone as a pioneer in the convention industry and places them ahead of their competitors. The project is on track to receive Gold LEED Existing Building Operations and Maintenance (EBOM) certification. Although the project was awarded prior to the local hiring ordinance, the project met 20% local hiring participation and exceeded its LBE goal by 9%, bringing total LBE participation to 27%.

Design, build and renovate facilities to meet or exceed intended uses

Branch Library Improvement Program (\$196 million)

DPW's Project Management team is overseeing the largest building campaign in San Francisco Public Library (SFPL) history. Approved by voters in 2000, the Branch Library Improvement Program (BLIP) calls for the construction and renovation of 24 City branch libraries (16 renovations and 8 new buildings) of which 22 are complete and opened to the public. BLIP will provide the public with seismically upgraded, fully accessible, technologically updated, code compliant and modern branch libraries in every neighborhood.



This year the new Visitation Valley and Ortega branch libraries opened to crowds of neighborhood residents excited to patronize their new, larger, state-of-the-art libraries. The renovated Golden Gate Valley Branch Library reopened and neighbors were very pleased by the historic restoration of their beloved branch.

Designed by DPW Building Design & Construction (BDC), the new 9,945 Visitation Valley Branch Library replaces one of the smallest facilities in SFPL and features a prominent corner entrance; separate children, teens, and adult spaces; a new program room accessible after hours for community use; a study room; outdoor patios; and different roof heights with acoustical treatments to create quiet spaces. The project received LEED Gold certification.

Libraries

1. Golden Gate Valley Libran (Bruce Lamonte)
2. Visitation Valley Library
3. Visitation Valley Library
4. Bayview Library rendering (THA Architecture)

Design, build and renovate facilities to meet or exceed intended uses

Also designed by BDC, the new 9,300 SF Ortega Branch Library adjacent to a BDC designed playground, includes a green living roof, a beautiful view to the Pacific Ocean; a program room with sliding glass walls that can be opened for larger programs; an adjacent outdoor terrace; a large reading area; distinct children's and teen spaces; drought-tolerant and native species landscaping, bioswales to capture water from the roof for use on site; and maximum use of natural light. LEED Silver certification or greater is expected.

24 libraries will be constructed & renovated under BLIP



A ground breaking ceremony for the new Bayview Branch Library was held and the building is scheduled to be completed in early 2013. The BLIP is drawing to a close as the last project, the new North Beach Branch Library, went out to bid and is scheduled to start construction in fall 2012.

A dynamic and dedicated team of DPW employees is responsible for managing the planning, design, regulatory approval, construction, and delivery of the libraries; whether designed in-house by Building Design & Construction (BDC) or by private consultants. BDC is also responsible for providing construction management.

Libraries

1. Ortega Branch Library
2. Ortega Branch Library
3. Visitacion Valley Library
4. North Beach Library rendering (Leddy, Maytum, Stacy Architects)

Design, build and renovate facilities to meet or exceed intended uses

San Francisco General Hospital Rebuild Program (\$887.4 Million)

DPW's Project Management team is overseeing the design and construction of the San Francisco General Hospital (SFGH) Rebuild Program on behalf of the Department of Public Health. The program includes the construction of a new state-of-the-art, 284-inpatient bed, nine-story acute care facility to replace the existing hospital that does not meet the current seismic standards. To ensure that the hospital will remain operational in the event of a major earthquake, the new hospital has been designed utilizing base isolation that will allow the hospital to move 30 inches in any direction. The project will be seeking a LEED Gold rating and expects to be completed in 2015.

San Francisco General Hospital Rebuild Program



Design, build and renovate facilities to meet or exceed intended uses

This year, the community gathered around the hospital for a ~~beam signing and~~ topping off ceremony^{1,2} to celebrate the final beam lowered onto the building. This milestone demonstrated the project's significant progress which includes the completion of the mass excavation/shoring activities, the construction of the building mat foundation, installation of the 115 seismic base isolators, and the completion of the steel building structure. To create a weather-tight building, the project is proceeding with the off-site fabrication of precast panels for the exterior enclosure.



With today's economy, the part of this project that DPW is most proud of is job creation. Working with the general contractor Webcor, over 140 LBE sub contractors have been hired and over \$59 million awarded to LBE contractors, consultants, vendors and suppliers. As of June 2012, the overall project is tracking 30% for San Francisco resident local hiring with Webcor alone tracking at 41%. In addition 70 CityBuild graduates have been placed onto the project in various trades, including cement masons, laborers, carpenters, and iron workers

Complementary to the SFGH Rebuild Program is the SFGH Emergency Generator Project. This project is replacing the campus' existing steam-driven turbine engine emergency generators with new reliable ~~diesel generators~~ that can supply emergency back-up power to the SFGH campus. The Emergency Generator Project continued construction in FY 2011-2012 at the Service Building. Activities included exterior sitework; installation of major equipment – emergency generators, radiators, switchgear, electrical control panels, and load bank; installation of various mechanical, electrical, and plumbing systems including major mechanical ductwork; installation of civil and structural elements including concrete equipment pads, a retaining wall, and drainage system for rain runoff; and installation of fuel oil systems including interior day tank.

Laguna Honda Hospital (\$57 million)



After completing Laguna Honda Hospital's much acclaimed replacement program in 2010, DPW's Project Management team is focused on the \$57 million remodel of the existing facility. This project includes seismic retrofit work, additional rest-rooms, office space, open space for modular furniture, remodeled space for material's management, a new area for medical central supply, and a new morgue. The remodel work also includes entirely new electrical, mechanical, plumbing, and fire suppression systems. Completion is estimated for December 2012. Planning for the future abatement and demolition of the F & G wings necessary to complete the main loading dock and final site improvements, is currently underway.

Building Repair

DPW provides construction improvements, repair and remodeling, and building operations and maintenance for many City-owned buildings, bridges and tunnels. DPW Bureau of Building Repair (BBR) maintenance programs allow the City's day to day work to occur. By working on time and within budget, San Franciscans enjoy accessible, safe and clean public facilities.



San Francisco General Hospital new learning center floor and paint work (1)

BBR Soft Floor and Paint Shops worked alongside contractors on the renovation project for the new SFGH Learning Center. BBR Soft Floor Shop replaced approximately 8,000-10,000 sq. ft. of marmoleum, along with new rubber base boards. BBR Paint Shop prepped and painted approximately 7500 sq. ft. of space. They also performed extra repairs and patchwork to walls following the contractor's work. BBR's portion of work came in on time and within budget per the client's restrictions and funding source modifications.

San Francisco Port Pier 48 (2)

BBR Electric Shop was engaged by the Port of San Francisco to perform a Security Upgrade Project at several Port piers. BBR electricians installed conduit for power and data to facilitate the CCTV camera systems. BBR installed approximately 3000 linear feet of conduit for the Port Authority to upgrade seven piers in preparation for the upcoming America's Cup.

Pier 40, South Beach Harbor (3)

The San Francisco Redevelopment Agency contracted with BBR Sheet Metal Shop to repair a failing hinge assembly that supports a public ramp to a floating pier. The Sheet Metal Shop fabricated and replaced the ramp hinge for Pier 40 at South Beach Harbor. The original hinge was damaged due to excessive wear and tear from age and excessive breakwaters in the harbor. The BBR Sheet Metal Shop fabricated a heavy duty ramp hinge from stainless steel, which will have an extended life cycle compared to the original hinge made from cast aluminum.



Board of Supervisors Chambers ADA ramp, rail, dais And clerks desk modification (4)

After many years of design and planning, the ADA modification to the Board of Supervisors chambers came to fruition. BBR Carpentry, Soft Floor, Sheet Metal and Electric Shops performed modifications to this historical chamber within City Hall in preparation for the construction of an ADA ramp rail system. The work involved lowering the president's dais and clerk's desk to accommodate the ramp configuration. Conduits for SFTV, audio, video, computers and power were also set lower to tie into the new elevations for the clerk and president's furniture. New finish wood was crafted to fill the void left by lowering and to match the existing Manchurian oak (which is no longer available in the market place).

Design, build and renovate facilities to meet or exceed intended uses

Marin Wall retaining wall (1)

BBR's Sheet Metal and Carpenter Shops worked alongside Street and Sewer Repair s (SSR) Cement Shop and Department of Technology's (DT) Drill Rig Operators during the installation of the new Marin Street retaining wall. This retaining wall is the southeast perimeter wall for the Operations Yard, at 2323 Cesar Chavez St. The old wooden retaining wall was in a state of imminent failure. BBR met with IDC's structural engineers to put together a plan to replace the failing structure. This project is one example of many complex multi-trade projects that BBR completed this year, in partnership with other DPW bureaus.



Ortega Branch Library landscape irrigation grounds work (2)

Often times some projects need a little help. When the construction of the new Ortega Branch Library project hit a critical point, BBR was asked to assist the Branch Library Improvement Project to help complete the work for the grand opening event. BBR painters worked on the exterior perimeter wall and library interior walls. BBR glaziers finished installing the large sliding glass door trim and sealing trim window interlocking pieces. BBR Soft Floor Shop looked at flawed flooring elements and advised on potential repairs. BBR Carpenter, Plumber and Cement Shops installed the landscape pavers, retaining wall work, irrigation, and fence/grounds benches and bike racks. BBR Locksmith Shop worked on new panic hardware for ADA modifications. Again, another example of a successful multi-trade project.

Maintain city facilities to ensure long-term sustainability

LEED Certification - FY 2011-2012

LEED, or Leadership in Energy and Environmental Design, is an internationally recognized mark of excellence that provides a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions. LEED certification provides independent, third-party verification that a building was designed and built using strategies aimed at achieving high performance in key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

A number of DPW projects have been awarded, or are on target or being designed for LEED certification.

Certified LEED

Gold

- Visitation Valley, Park, and Anza branch libraries

Silver

- The Presidio and Parkside branch libraries
- Laguna Honda Hospital replacement – First LEED hospital in California

Completed projects, targeted, and on track for LEED

Platinum

- SFPUC Headquarters

Gold

- Moscone Center Capital Improvement Program
- Merced Branch Library
- Golden Gate Valley Branch Library

Silver

- Ortega Branch Library
- Betty Ann Ong Chinese Recreation Center - The project is on track to get LEED Silver certification but will likely receive LEED Gold certification, pending USGBC's approval of several construction phase credits.

Designed for LEED

Gold

- Public Service Building
- SF General Hospital

Silver

- SOAR first floor renovation

Establish DPW as the Service Provider of Choice

Clients

DPW strives to be the service provider of choice for the City and County of San Francisco and its related agencies through the identification of customer requirements and delivery of projects that meet or exceed expectations on quality, schedule, and budget; and to anticipate and prioritize services requiring routine and emergency responses.

The following is a list of client agencies that DPW served during FY 2011-2012:

Adult Probation
Airport, San Francisco International
Arts Commission
Asian Art Museum
Assessor / Recorder
Board of Supervisors
Building Inspection
California Academy of Sciences
Children; Youth & their Families
City Administrator, Office Of
Controller
Convention Facilities Department
District Attorney
Economic and Workforce Development
Elections
Emergency Management, Department of
Environment, Department of the
Fire Department

Human Services Agency
Juvenile Probation
Library, San Francisco Public
Mayor's Office
Medical Examiner
Municipal Transportation Agency
Planning Department
Police Department
Port of San Francisco
Public Health, Department of
Public Utilities Commission
Real Estate Division
Recreation and Parks Department
Redevelopment Agency
School District, San Francisco Unified
Sheriff Department
Transportation Authority, San Francisco County
Treasurer/Tax Collector
War Memorial and Performing Arts Center

Deliver world-class service





Retain, develop, and recruit a capable, motivated, and diverse workforce

Letter from the Deputy Director for Financial Management and Administration, Robert Carlson

Delivering world-class service requires world-class employees and our staff have demonstrated this consistently through their hard work, creativity and dedication. From developing and implementing technology that makes our work more efficient and easier to ensuring that our employees get the best training possible; from improving how we communicate our programs and services to the public to inventing innovative programs that address the City's issues, our focus is on creating a highly motivated and capable workforce that delivers.



And our efforts have not gone unrecognized. During FY 2011-2012, Jocelyn Quintos won the 2012 MFAC Public Managerial Excellence Award for her leadership and management of DPW's accounting operations; and the Branch Library Improvement Team and the DPW Joint Paving, Streetscape and Utility Contract Team were also nominated for their outstanding contributions to the City.

DPW continues to make workplace health and safety a priority. Through training and education, we achieved our goal of a 5% reduction in recordable injuries last year, lost work days and preventable motor-vehicle accidents. I would especially like to recognize Larry Marcaletti, a truck driver from the Bureau of Street & Environmental Services, for winning the 2012 National Safety Council Safe Driver Award of Honor for 23 years without a motor vehicle accident!

This will be the second year of DPWStat, a performance management tool that we have been using to help our managers and staff communicate, measure and monitor the performance of key operational activities to improve the quality of service delivered to the public. DPWStat has led to increased equity and speed in response to service requests, reduction of maintenance backlogs, and improved allocation of resources.

Our Information Technology department has been working hard to roll out applications such as the new Sharepoint 2010. They have also invested in the production of online applications that will make working with the City easier, such as eModifications, eHRC forms, and ePayments. These systems will greatly reduce processing time for change orders and payments. Finally, through a collaboration of DPW's Business, IT and Public Affairs offices, we have created a new Contracts and Bids website portal that will consolidate many of our contract-related resources into a single, user-friendly online system.

As we enter FY 2012-2013, I look forward to championing this strategic goal that includes developing a workforce of the highest caliber, pursuing the most relevant and innovative tools to make our work more effective and efficient, and communicating in a manner that is accessible, relevant and interesting to the public.



Managerial Excellence Awards to DPW

2012 MFAC Public Managerial Excellence Award Winner

Jocelyn Quintos, Division Manager, Business Services Division. Finance and Administration was chosen for her outstanding leadership and management of DPW's accounting operations. Her diligence and dedication, working across many City departments over a mere six months, led to the automation of DPW's Contract Service Orders, Change Orders, and HRC Compliance/Payment Authorization systems. This work resulted in a significant reduction in processing times, faster mobilization of contractors to start work and complete elimination of delays associated with paper-based approval processes.

Also nominated were the Branch Library Improvement Team and the DPW Joint Paving, Streetscape and Utility Contract Team.

Other Awards and Nominations

2011 Green and Blue Awards - Cynthia Chono and Patrick Rivera

- Outstanding Transportation Outreach
- Collaboration for the Climate

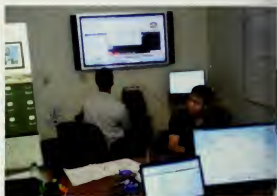
American Institute of Architects San Francisco

- Samuel Chui was elected to sit on the board of the American Institute of Architects San Francisco Chapter (AIA-SF)
- Branch Library Improvement Program (BLIP) team won Historic Preservation award for the Golden Gate Valley Branch Library

Emergency Preparedness



Fleet Week DOC Activation



DPW's Emergency Preparedness Program builds, sustains and improves the department's ability to prevent, protect against, respond to and recover from emergencies in order to save lives and reduce the impact of a disaster. The program goals focus on:

1. People: preparing each employee to carry out their emergency response responsibilities efficiently and effectively
2. Process: enhancing department policies and procedures to prepare for, mitigate against, respond to, and recover from disasters, and
3. Resources: continuously improve the Department's capacity to prevent, mitigate, protect against, respond to and recover from all types of emergency events by working and learning with others.

This past year we focused on establishing Departmental Operations Center (DOC) command and general assignments based on DPW positions rather than on individuals. The DOC Organization Chart was updated with all DPW Sections emergency response team assignments along with highlights of the team's major functions and mobilization locations. To ensure that DPW employees understand their emergency response role, responsibilities and emergency training will be included in the job descriptions of DPW managers and supervisors.

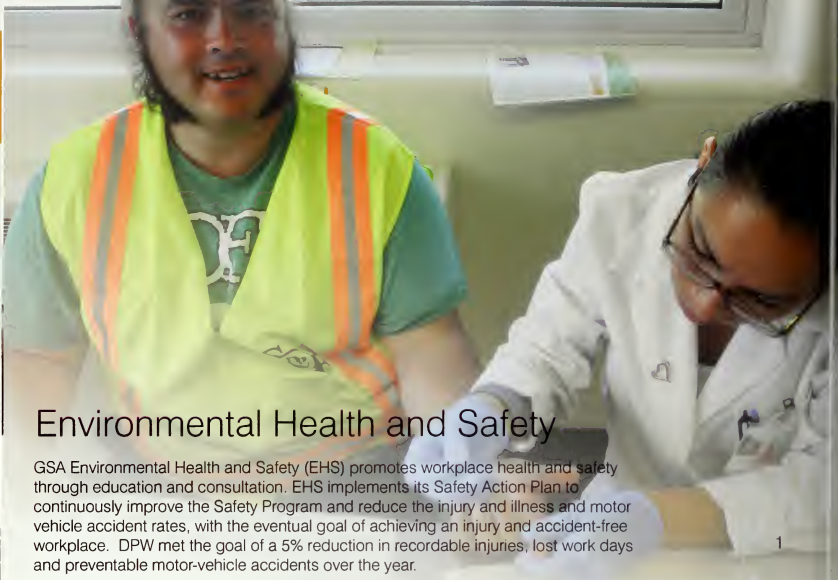
DPW's Radio Room¹ is the center of DPW's emergency communications. The Radio Room is staffed 24 hours a day 365 days a year. It is responsible for receiving, documenting, assigning, and distributing communications and service requests for the department. Information is received and sent through various formats including: 311, phone, email, text messaging, and the 800 MHz radio systems. For improved access, DPW's Emergency Call-out Directory, which provides 24 hour contact numbers and instructions for routing emergency service requests received after normal business was uploaded to SharePoint, DPW's internal website. Radio Room Staff received training on accessing the database and on How to Send a DOC Activation Notice.



This year we participated in drafting the Post Disaster Safety Assessment Guide and plan to conduct training on the guide next year. We also updated the Post Disaster Debris Management Team Guide.

DPW's training and exercise strategy includes real-world events as well as planned exercises. Over the last several years DPW partially activated the DOC for major events such as Fleet Week, Halloween, New Year's Eve, and Bay to Breakers^{2,3} and sent representatives to staff the City's Emergency Operations Center (EOC) for many of the same events. As a result of these activations DPW has trained many more staff on the functions of the DOC and EOC.

In October 2011, DPW participated in the annual California Great ShakeOut. All DPW worksites participated in the "Drop, Cover, and Hold" statewide earthquake exercise and site managers conducted a post disaster Operational Status and assessment report. Field personnel conducted the annual radio roll call and this year was the first time office staff reported to their emergency team mobilization site.



Environmental Health and Safety

GSA Environmental Health and Safety (EHS) promotes workplace health and safety through education and consultation. EHS implements its Safety Action Plan to continuously improve the Safety Program and reduce the injury and illness and motor vehicle accident rates, with the eventual goal of achieving an injury and accident-free workplace. DPW met the goal of a 5% reduction in recordable injuries, lost work days and preventable motor-vehicle accidents over the year.

Wellness

EHS held the 5th Annual DPW Health Fair¹ in October 2011. Attended by 400 employees, the Health Fair included free medical screenings, flu shots, chair massages, and information from other city agencies, non-profit groups, and vendors around tips on healthy lifestyles and diets. DPW continued to hold daily stretching in 17 Operations work groups.

Motor Vehicle Accident Prevention

As part of the efforts to continue to reduce motor vehicle accidents in DPW, drivers received refresher behind the wheel defensive driving training. Monthly safety training focused on use of safety belts and distracted driving.



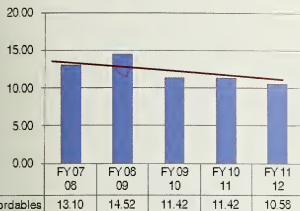
Larry Marcaletti, Truck Driver, Bureau of Street & Environmental Services

2012 National Safety Council Safe Driver Award of Honor Recipient for 23 years without a motor vehicle accident.

Retain, develop, and recruit a capable, motivated, and diverse workforce

Department of Public Works
Safety Statistics - FY 2011-2012

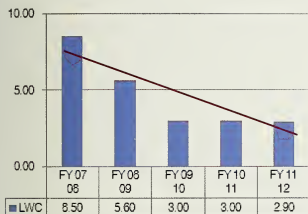
Recordable Injury and Illness Rates



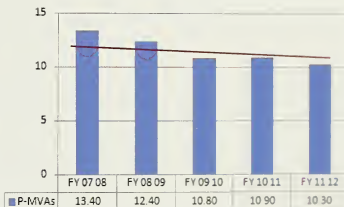
Lost Work Day Rates



Lost Work Day Case Rates



Preventable Motor Vehicle Accident Rates



Note: Data does not include changes received after 07/05/2012. FY1112 data include records from July 1 2011 through June 30 2012 EHS 07/05/2012

Injury Prevention

DPW implemented the following strategies to reduce injuries:

- DPW Operations, Bureau of Street and Sewer Repair put two skid steer loaders (bobcats) into service to reduce the injuries to employees who previously used jack hammers for demolition activities.
- The use of heavy equipment in the Cement Shop has reduced injuries by 50 % over the past few years
- Job specific safety procedures were revised and distributed to Operations work groups.
- Monthly management safety meetings were held to reinforce the message that safety is important. These continued efforts resulted in a significant savings in workers' compensation costs from last year. DPW saved \$284,644 compared to the previous fiscal year.

\$741,136

Retain, develop, and recruit a capable, motivated, and diverse workforce



GSA Training

General Services Agency (GSA) Training & Development has been working closely with DPW on a variety of long term and far reaching programs.

This year marked the premier of the *DPW Management Program*¹. Twenty-five employees participated in this tailored program to support DPW's management competencies. Topics included: Political Savvy, Data Collection, a 360 management skills assessment and individual coaching. Our goal is to continue to build on each successive program with revisions to reflect improvements suggested by participants.

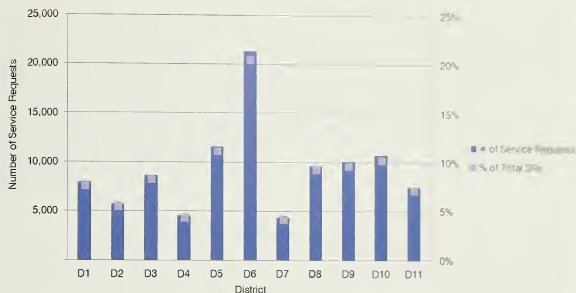
We developed a year-long intensive program for DPW's Supervisor II's and Captains. The goal of this program was to build competency in presentation skills at public meetings. Trainers delivered a monthly skills workshop on topics such as: Presentation Skills, Motivation, Training Techniques, and Seven Habits of Highly Effective People. In addition, each participant was required to prepare and deliver a presentation on a topic relevant to his work. Trainers provided coaching support.

GSA Training worked with DPW to facilitate the development of the DPW FY 2012-2015 strategic plan. The six month process of working with DPW's managers culminated in a workshop held at Treasure Island for 161 DPW employees and key client departments. The implementation of this plan is supported by the development of performance plans tied directly to strategic actions and goals. Training was conducted for each of the division's managers and supervisors.

Retain, develop, and recruit a capable, motivated, and diverse workforce

Embrace Organizational Efficiency and Innovation

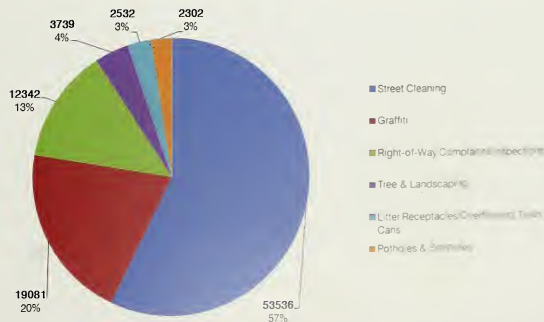
Total Number & Percentage of FY 2011-2012 DPW Service Requests by Supervisorial District



3-1-1 Service Requests

In FY 2011-2012, DPW received about 105,000 service requests from the public, 96 percent of which are from 311. The strong partnership of DPW and 311 ensures the public can find relevant information about DPW services and submit their service requests to a central location. DPW aims to respond to most requests within 2-5 business days.

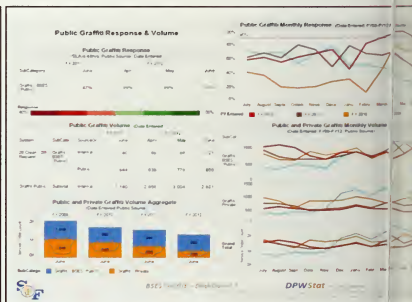
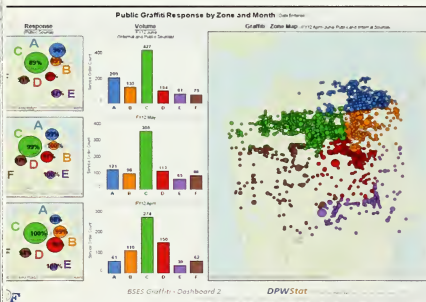
Top Service Requests



DPW Stat

Monthly DPW Stat Meeting

DPWStat is a performance management tool that allows San Francisco Department of Public Works managers and staff to communicate, measure and monitor the performance of key operational activities to improve the quality of service delivered to the public. Using Business Intelligence software, the Budget, Finance & Performance Division staff created dashboards on performance using information from DPW's Data Warehouse. Dashboards are reviewed by bureau management on a daily or weekly basis in most bureaus, and monthly meetings are held where managers and supervisors present dashboards to a department-wide audience regarding the services and performance of their bureaus. The process has improved communication and collaboration among multiple levels of managers and staff.



Examples of DPW Stat Dashboards

Embrace Organizational Efficiency and Innovation

Sample Accomplishments

Business changes

Inspection Services

Improved average days to inspect from 42% within SLA (Service Level Agreement, the Department's Goal for time to respond to citizen requests, in December 2010 to 81% in June 2011 and surpassed its SLA goal of 90% in January 2011 to 93%

Improved equity of response time throughout City so no neighborhood has consistently longer wait times for requested inspection.

Supervisors began holding weekly internal meetings to review data

Reprioritized work locations for inspectors in the field

Street Cleaning

Improved response times to street cleaning requests in the Southeast part of the City, from an average of 84% within response time SLA to over 95%.

Staff worked with Recology increasing garbage accounts in areas with high volumes of illegal dumping.

Prompted evaluation of anti-illegal dumping campaign, "Don't leave it on the Sidewalk."

Data revealed how lack of adequate equipment effects response time, and corrective actions were taken

Graffiti Abatement

BSES Public Graffiti showed a disproportionate response time throughout all SES work zones. In June 2011 the response time varied from 22% to 64% in Zone E and C respectively. As a result of increased staffing in January 2012, February response times in all zones but notably in Zone E to 79% and Zone D to 89%. Responses times continued to improve so in the last quarter of the fiscal year, all zones were achieving response times above 90%.

High volume of service requests and low response time over time revealed the need for an increase in staff levels

Landscape maintenance

Landscaping crews reduced their backlog by 91% from May 2011 to April 2012 from (289 to 35 service orders)

Improved allocation of resources between incoming service requests and backlog.



Mobile Food Permits



The Mobile Food Ordinance was adopted in January 2011. The DPW's Bureau of Street Use and Mapping (BSM) worked with many City departments, including the Department of Public Health and San Francisco Fire and Police Departments to develop a new streamlined permit and inspection process that helps small businesses operate Mobile Food facilities to cater, sell, or distribute food within the public rights-of-way.

The BSM team continues to work with all applicants, small businesses and organizations such as the Union Square Business Improvement District (BID) and the Building Owners Management Association (BOMA) to create and maintain a fair and effective way to allow the Mobile Food Facilities to operate within the public rights-of-way. The objective is to create an excellent opportunity for many small businesses to introduce new types of food and service to the City's residents and visitors with the least amount of impact to existing and surrounding businesses.

During FY 2011-2012, BSM received 72 new applications for mobile food vendors, and issued a total of 182 new permits, including renewals of original mobile food permits previously issued by SFPD and those issued last fiscal year.

Urban Gleaning



DPW launched the Urban Gleaning Program in April 2010 as part of the City's Healthy and Sustainable Food Program. The DPW Operations Department's Community Programs works with San Francisco residents and businesses to collect fruits and vegetables grown from privately owned trees and community gardens and distributes them to shelters, the San Francisco Food Bank, and to other communities in needs.

The program increases access to healthy and nutritious food for San Francisco residents by partnering with the community to glean and distribute locally grown fruits and vegetables that already exist throughout the City.

The Program adheres to the Healthy and Sustainable Food program directive by coordinating innovative programs that educate food system stakeholders and the general public on the value of healthy food. It also encourages food production and horticulture through urban agriculture using community, backyard, rooftop, and school gardens; edible landscaping and agricultural incubator projects.

This past year, the program collected and donated 2,132 pounds of fresh produce. Access to healthy fruits and vegetables is not available to all who reside in San Francisco. By making these items more accessible through the food bank, DPW is helping to build a healthier city.

2,132 pounds
of fresh produce have been collected
for the Urban Gleaning program

Business Services Division

With a diverse staff of 36 employees including managers, supervisors, professional accountants and financial and contract analysts, the Business Services Division (BSD) works with all nine DPW bureaus, the vendor community and client departments of the City.

BSD reviews and enters the department's accounting and purchasing transactions to the City's online accounting system (FAMIS); prepares grant and other agency billings; monitors job orders to ensure compliance with funding source guidelines; coordinates with granting agencies to prepare City Departments for grant audits; provides administrative support for business systems; and prepares account reconciliations and financial reports. BSD is also responsible for contract administration and compliance; which involves the development and administration of the competitive bidding processes for construction and professional services contracts.



Workflow Automation

BSD used technology to streamline and improve work processes without significant staff increases. In November 2011, the Department migrated its Job Order Automation system from the legacy AS400 application to a web-based context with new features such as the ability to export data to excel, attach documents to a job order and link automatically to other databases. The eJOA and ePMDB systems allow for more efficient processes, user-friendly functionality and better tracking of accounts. Training was made available online, lowering training costs while increasing the convenience and flexibility of learning.

Web based applications implemented in the prior fiscal year continued to contribute to efficiency throughout FY 2011-2012. The following contract and payment statistics capture a portion of the large volume of transactions now processed and electronically approved in a web based application.

- Processed and electronically approved 37 construction contract awards and 15 professional services contract awards. The average contract processing time from initiation to final approval was 11 days for construction contracts and 13 days for professional services.
- Processed and electronically approved 546 contract service orders with an average of 8 days per order.
- Processed and electronically approved 160 construction contract change orders with an average of 11 days per order.

Information Technology Division

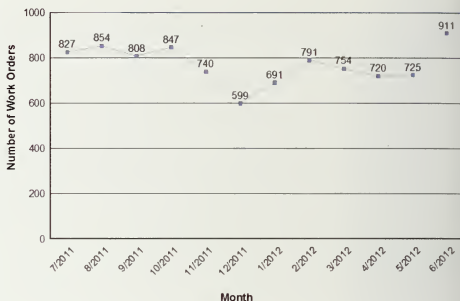
Help Desk Office

In FY 2011-12, the DPW Information Technology Division (IT) Help Desk provided support for information technology infrastructure services to all of DPW's divisions and bureaus. The Help Desk is a team of seven IT technicians who provide services from installing new hardware and software to resolving printing problems and resetting passwords. Its goal is to provide assistance with the highest level of courtesy and quickest response.

The Help Desk uses a ticketing application that allows users to submit tickets via the intranet, email or telephone call. Based on data gathered from the system, there were a total of 9,267 tickets for the fiscal year. A breakdown of monthly volume is shown in the chart below.

The Help Desk provides support for DPW's in-house SharePoint applications. As the Applications Development Team upgrades the system and rolls out new SharePoint functionality, there is an increase in monthly ticket volume.

Total Work Orders Opened by Month



Computerized Maintenance and Management System Project (CMMS)

The division began an enterprise asset and maintenance management system to support and manage properties and public right of ways maintained and operated by DPW and the City's Real Estate Division (RED), managed under the General Service Agency. This system consolidates information that improves coordination and communications between DPW, RED and client agencies. The project is divided into two major phases: Facilities and Right-of-Way. The Facilities Phase has been completed, with the CMMS deployment to RED in September 2010 and the Bureau of Building Repair in February 2011. To date, over 14,000 Service Orders have been managed by both departments since their go-live dates. The Right-of-Way implementation is currently in progress. All Right-of-Way assets managed by DPW, including street segments, intersections, curb ramps, medians, trees, and plazas are stored within CMMS and directly integrated with DPW's GIS system. A major portion of the Bureau of Street and Sewer Repair has been implemented since March 2012. Work performed by the Cement, Sewer and Brick Shops are managed directly within CMMS, totaling over 2,000 service orders.

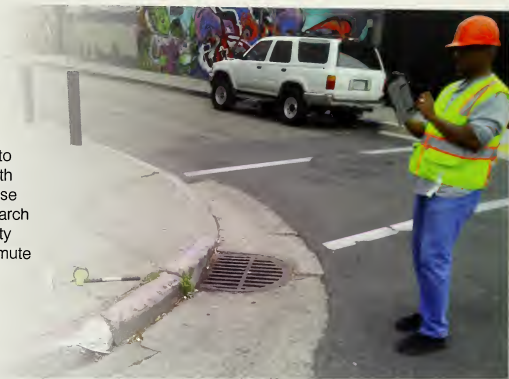
DPW Enterprise Project Management Server

Phase I of the Microsoft Enterprise Project Management Server 2010 (EPM) was completed in 2011. The system is used to manage capital projects and replace the old BOA/BOE project milestone databases and applications, and integrated major construction milestone management and reporting functionalities from the BCM Blue Report. It provides the department-wide central platform with the following core functionalities to DPW management, Project Managers (PM), project leads, and all other staff working on various projects.

1. A DPW Standard Project Template to simplify project initiation
2. Ability for PMs to define baseline schedule, budget, & scope, which derive the initial MOU
3. Forecasting, tracking, and updating project schedule and cost
4. Automatic variance calculation & reporting (Baseline vs. Actual)
5. Tracking of project highlights and issues
6. Project workspace for team members to share information and collaborate efforts
7. Collection and present location data in GIS
8. Planning and allocation resources at project level
9. Link up of external project related data with DPW financial, contract administration, utility 5-year plan, and certified payroll from Elation.
10. Flexible and dynamic reporting

Tablets for Inspectors

IT developed programming for the Android tablet, which district inspection staff will use to complete inspection duties out in the field with real-time information from the central database servers. The inspectors are also able to research past inspections, nearby permits and property owner information in the field, reducing commute time and allowing them to complete more inspections during the day.



311 Led Communication Hub

Through the combined effort of a team involving several City departments led by 311, IT built a service request communication hub to transfer service requests and updates between departments' disparate service order management systems - including DPW's CMMS system.

Address Location System

DPW cleaned, validated and expanded the address dataset to serve the needs of various systems both within DPW and other departments including 311, PUC, Office of the Treasurer and Tax Collector, SFMTA and DT in support of DBI. In addition to official addresses and other known addresses, the system has expanded to include POI (points of interest), city parks, Housing Authority properties and Port properties. For each address record, DPW has also expanded the number of attributes to include not only property ownership data, but also GIS coordinates, alternate address, district numbers and jurisdiction.

Project Controls and Services (PCS)

DPW established the PCS Division in FY 2011-2012 to assist, augment and provide specialized services to the Building Design and Construction (BDC) and the Infrastructure Design and Construction (IDC). PCS is comprised of experienced architects, engineers, construction managers, inspectors, technicians, cost estimators, and other professionals with a focus on buildings, infrastructure, institutional and transportation projects. PCS works on various capital projects, including projects from other City agencies.

Architectural As-Needed Consultant Contracting

PCS continued to manage as-needed consultant contracts for architectural services. Our current master contracts include four Architectural contracts and four Architectural Medical contracts. The total contact capacity for these contracts is \$8,245,000 and DPW has awarded a total of over \$3.7 million Contract Service Orders.

As-Needed Engineering Consultant Contracting

The As-Needed Engineering Consultant Contracting unit continued to manage 17 master contracts covering six disciplines. In addition, we processed and awarded 7 new master contracts: 4 contracts for Civil/Structural, and three for Surveying. This fiscal year, DPW issued a total of 40 new Contract Service Orders (CSOs) with a total amount of over \$3.8 million, and 21 CSO Modifications totaling over \$600,000. Projects include curb ramp designs, bridge inspection, pump station studies, tree inspections, sewer studies, and marina facilities.

CADD/BIM Management

The CADD/BIM Management unit continued to provide technical support services to the design team in regards to CADD and Revit. We facilitate, implement, and enforce DPW's CAD Standards; install and update DPW's CAD Productivity Tools and related Utilities (CCSFTools). We are currently converting outdated CCSFTools Autodesk VBA scripts to new Windows dot-net type utilities and scripts. We also provide DPW On-Going Revit Training, Revit Content Development, Revit Project Setup & Startup Services, Interference Checking & Conflict Resolution Services, and Revit Project Collaboration with engineers, designers and contractors.

Certified Payroll Records Unit (CPR)

The Certified Payroll Records Unit continued to monitor construction projects in regards to compliance with City, State, and Federal prevailing wages laws via the submission of contractors and subcontractors electronic Certified Payroll Records (CPR). In FY 2011-2012, highlights included:

- 112 projects with a total of over one billion dollars (\$1,026,070,185.00) in contract value, including \$690,000,000 for San Francisco General Hospital Rebuild Program.
- Approximately 16,000 weekly Certified Payroll records were submitted by 696 contractors and subcontractors.
- Copies of over 3,000 pages of certified payroll documents were provided to the public under the Freedom of Information Act and the California Public Records Act.

Contract Preparation and Project Controls (CPCC)

Contract Preparation provides support services to the design divisions that include bid document preparation for advertisement and quality assurance review. The Contract Preparation unit provided contract preparation services and QA/QC reviews for projects advertised by DPW. For this fiscal year, CPCC advertised 51 projects with a total construction estimate of over \$100 million. Out of the 51 projects, five were advertised as Micro-LBE Set-Aside Programs, and three were Job Order Contracts.

Cost Estimating and Scheduling

PCS has initiated the Cost Estimating and Scheduling Unit by hiring one staff to be trained to perform such duties. We are in the process of developing the training strategies for cost estimating. Our goal is to have a well trained staff in cost estimating with two years. The project scheduling task will be developed at a later time.

DPW Procedures

DPW has over 500 written procedures department wide detailing the way our organization conducts business. DPW's policies and practices are outlined in them and require periodic review for compliance with American Public Works Association (APWA) accreditation.

APWA's Public Works Management Practices Manual is the basis for the accreditation program. It contains the practices identified by public works practitioners as being important in providing services. DPW uses the recommended practices contained in the manual as a model for developing or improving its current practices. DPW achieved accreditation for the first time in April 2010, and will strive to achieve re-accreditation in 2014.

Electronic Document Management

The Electronic Document Management unit continued to provide technical support services to the design teams in regards to archiving and electronic document management. We organize in order to increase the value of our resources, balancing our methods with user-feedback, so that our Archives survive the test-of-time, and may be of use to staff working on future projects. This process is also recognized as "Asset-Management". This fiscal year, EDMS Staff organized and archived 110 closed projects consisting of 36,869 project files.

Materials Testing Laboratory

PCS provides professional quality control and assurance services through its Materials Testing Laboratory, which is a fully accredited testing laboratory that ensures construction materials used on all City projects are in compliance with contract plans and specifications.

Site Assessment & Remediation (SAR)

SAR is a Section of the Project Controls and Services group, which provides as-needed environmental and hazardous materials management support services throughout all City Departments. These services are requested from City Departments during the planning, design, and construction phases of a project. SAR seeks to improve operational performance, save time and money, and increase service quality in order to ensure City departments are repeated users of our services.

SAR provides services in the areas of environmental consulting and planning; asbestos, lead, and industrial hygiene consulting; sediment characterization and coastal engineering; hazardous materials abatement; environmental remediation of soils, groundwater, and underground storage tanks; multi-discipline construction management; and developing and designing environmental specifications.

Project highlights include: Sunnydale Auxiliary Sewer Project, War Memorial Renovation Project, Laguna Honda Hospital Replacement Project, Central Subway Projects for SFMTA, Northshore to Channel Force Main Project, ESER Bond and County Jail #3 - Demolition Phase.

Materials Testing Lab

Communicate Effectively

Office of Communications and Public Affairs

The Office of Communications and Public Affairs (PA) educates, informs and promotes DPW projects, programs and services to San Francisco's residents and businesses. The office manages and oversees a variety of special events, responds to public inquiries from residents and the media, develops communications planning for programs and projects, and develops and maintains relationships with businesses and community groups.

Events

Through attending events across the City, tabling and distributing outreach materials and educating residents about DPW programs and projects, the team was able to reach out and provide education to thousands of people. The events also provide an opportunity for residents to ask questions, relay concerns or give compliments about DPW services. These events provide a personal and direct forum for DPW to engage with the public, which helps the department obtain a detailed and accurate assessment of people's concerns. Events attended this year include the Chinese New Year Street Fair¹, 2011 National Night Out², Off the Grid, Carnaval and Sunday Streets³ on the Great Highway.





Press

The Office of Communications and Public Affairs provides clear, concise and timely information to the public via traditional, ethnic and social media. We also distributed over 53 press releases on important public information across topics such as storm preparedness, volunteer opportunities, and capital projects. The office organizes ground breakings and ribbon cuttings for DPW's new buildings, gardens and streetscape projects. Press outreach also provides an opportunity for the department to raise awareness about the its innovative pilot programs, accomplishments, and other cleaning, greening and capital improvement initiatives.

4. Public Safety Building Groundbreaking

5. Interview with Director Mohammed Nuru at the Ocean Beach Master Plan unveiling

6. Newcomb Avenue Streetscape Improvement ribbon cutting ceremony



Communicate Efficiently

Social Media

This is DPW's third year of implementing social media networking tools such as Facebook, Twitter, YouTube and Flickr. Through these tools, we were capable of attracting a larger audience than ever before, in a cost-effective manner - maintaining continuous contact and providing immediate information dissemination in real time. Strategies of driving the public back to DPW's website and a focus on Strategic vision, mission and goals were used to guide postings. Further benefits from social media include increasing DPW's ability to share daily achievements; deliver information about upcoming volunteer events; educate the public about large scale projects; increase methods for open dialogue with constituents; and promote transparency.

DPW has posted 44 videos on YouTube, which received more than 15,000 views; posted over 5,000 Flickr photos which were viewed over 60,000 times. On Facebook, DPW accumulated more than 930 "likes" and made more than 200 posts of information about our programs and accomplishments. With Twitter, we generated 1000 original "tweets" or small phrases of important information, to a group of almost 5,400 followers. In the past year, we have increased our followers by almost 85 percent. These tweets were resent by our followers and posted on Examiner and SFGATE.



facebook.com/sfdpw



Over

5,400

Twitter followers

twitter.com/sfdpw

Tweets



Mohammed Harp

Co-Chairman of the Committee to Rebuild the City of San Francisco

Location: San Francisco, CA

Website: www.mohammedharp.com

Joined: 10/10/10

10/10/10



SF Public Works

Twitter: @sfpw

Website: www.sfpw.org

Joined: 10/10/10



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Carmen Chu

Twitter: @carmenchu

Website: www.carmenchu.com

Joined: 10/10/10

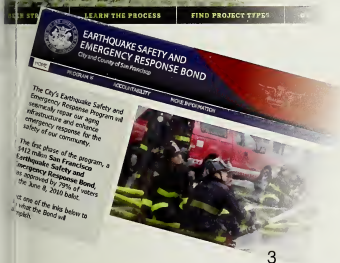
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Over

5,000 flickr photos



2



3



4

261,868

website visits

to sf dpw.org

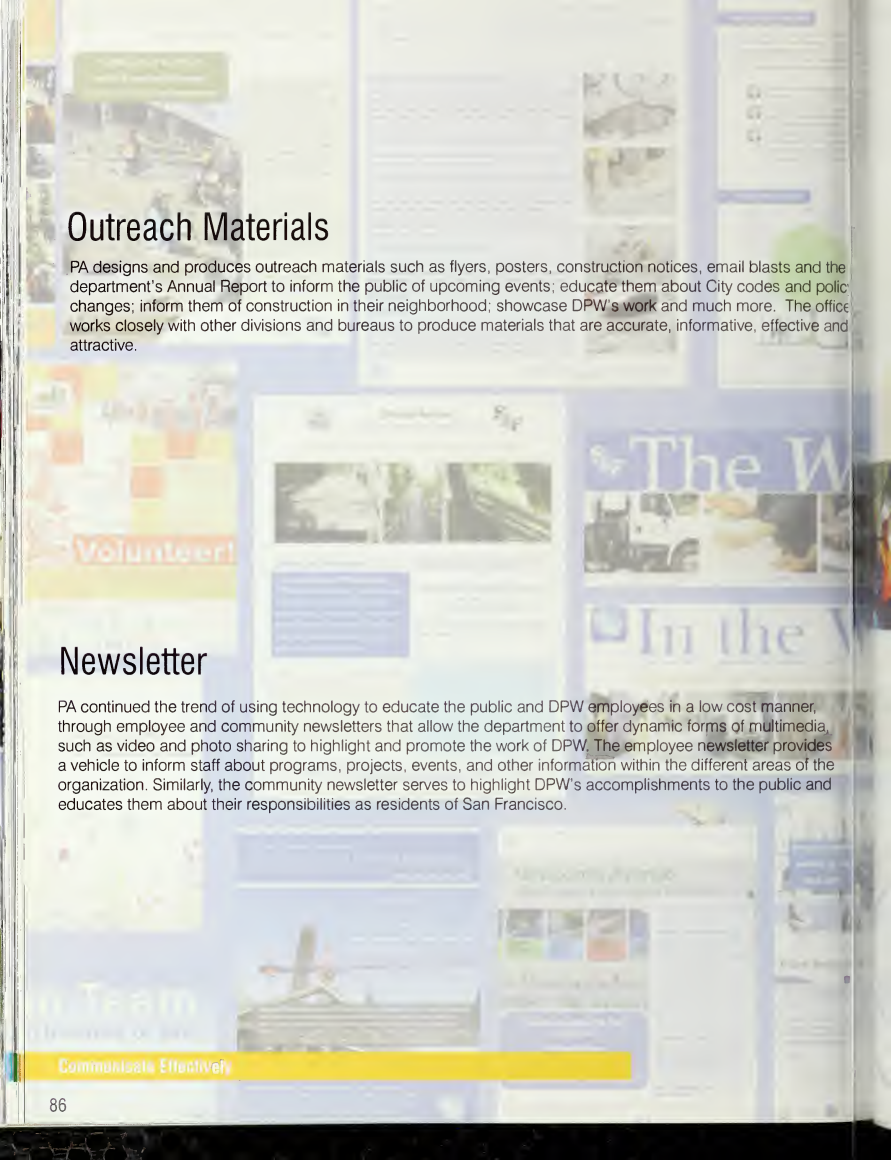
Website

The DPW website¹ continues to be one of the primary methods for the public to access the latest information about our projects, services and events. We have further incorporated our social media capabilities with the website to offer a more dynamic experience, such as including slideshows and videos of projects that are in progress or completed. The website is also an essential source for the public to access city codes, permits, and other valuable information about the maintenance of sidewalks, trees and garbage receptacles.

The office continues to streamline and organize the structure of the website to facilitate navigation and department/client interaction, such as the contracting and payment processes for outside entities to track available projects and status of their payments, respectively.

The Office of Communications and Public Affairs has also helped to guide the implementation of the websites for the SF Better Streets Guide², the Earthquake Safety and Emergency Response Bond³, and the Better Market Street Project⁴.

Communicate Effectively



Outreach Materials

PA designs and produces outreach materials such as flyers, posters, construction notices, email blasts and the department's Annual Report to inform the public of upcoming events; educate them about City codes and policy changes; inform them of construction in their neighborhood; showcase DPW's work and much more. The office works closely with other divisions and bureaus to produce materials that are accurate, informative, effective and attractive.

Newsletter

PA continued the trend of using technology to educate the public and DPW employees in a low cost manner, through employee and community newsletters that allow the department to offer dynamic forms of multimedia, such as video and photo sharing to highlight and promote the work of DPW. The employee newsletter provides a vehicle to inform staff about programs, projects, events, and other information within the different areas of the organization. Similarly, the community newsletter serves to highlight DPW's accomplishments to the public and educates them about their responsibilities as residents of San Francisco.

DPW celebrated national Public Works Week from May 21st to May 25th, with a variety of activities showcasing and celebrating the hard work and contributions that our staff makes for the City. The week included project tours, an open house for the public at our Operations Yard and Design and Construction offices, an employee picnic and an employee recognition ceremony.

Tours of DPW projects were given by architects and project managers from significant capital improvement projects, such as the Oceanside Treatment Plant Transbay Transit Center, Parklets in the Mission area, Betty Ann Ong Chinese Recreation Center¹ and the new Bayview Library. We also offered DPW staff exclusive tours of Recology's facilities and the new Public Utilities Commission Headquarters at 525 Golden Gate Avenue.

Public Works Week



PA worked closely with the DPW Operations for Open House at the operations facility², where students from San Francisco schools came for Stop Litter and Graffiti presentations and participated in hands-on activities, such as filling potholes, bucket truck rides and building planters.

PA also worked with the Building Design and Construction division to host its First Annual "Exploring Architecture" event³, an open house to showcase the work of DPW architects for students around the City. Children from Longfellow Elementary School participated in activities including a treasure hunt, an introduction to architecture and the hands-on design and construction of a Fire Station, which they took home.

The Annual Pin Ceremony⁴ at City Hall this year honored employees for their five to 35 years of commitment to public service and was held in conjunction with the Employee Recognition Ceremony, which honored staff for their significant contributions for the year.



DEPT. OF PUBLIC WORKS SAN FRANCISCO WWW. 695-2020

Construction Management Outreach

Public Affairs is instrumental in informing and engaging the community about upcoming street resurfacing projects, streetscape improvement projects, curb-ramp construction, sewer work, street-signal projects and other utility and infrastructure maintenance. The team reaches out to the public before and during construction in an effort to minimize disruptions.

Though the primary method of notifying residents and businesses about pending construction projects is through mailers, flyer distribution, walking door to door along impacted corridors, and attending community meetings, the office improved upon its outreach efforts significantly by incorporating the use of social media, such as Facebook and Twitter as well as upgrading our website, which encourages the public to visit the website to receive frequent project updates and other important information that impact them. The upgraded site has weekly updates on significant paving projects with contact information, so that the team may coordinate work with the needs of residents and merchants.

The Public Affairs team conducted outreach on projects to ensure that residents, merchants, and people that share the road have access to accurate, consistent, comprehensive, and timely information.

Expand the SF Economy and
Lead in the Creation of Jobs
for our Residents



A message from City Administrator, Naomi Kelly



As City Administrator, I am proud to oversee the Department of Public Works. Their programs and services touch everyone in San Francisco and their workers perform with dedication and skill. One of my main objectives is to ensure that we hire San Franciscans and employ local contractors for City-funded projects to support Mayor Lee's 17-Point Economic Plan for Good Jobs. Working closely with City departments, contractors, and the broader community, we have made great progress towards these goals.

In March 2012, I joined Mayor Edwin Lee, construction industry partners and the community to celebrate the one year anniversary of the landmark San Francisco Local Hiring Policy for Construction. I am proud to declare that DPW reached 37 percent of project work hours performed by San Francisco residents on City-funded construction projects, significantly exceeding a first year goal of 20 percent.

DPW is using our local hire law to put San Franciscans to work by awarding contracts to local businesses and contractors. Also, with its Apprenticeship and Youth Employment programs, they are training the next generation of San Francisco's residents with the skills they need to build lifelong careers. These programs are integral in sustaining our economic recovery.

We are also working closely with DPW and other City Agencies to spur economic development through the revitalization of key corridors such as the Central/Mid-Market area and others identified through DPW's Corridors Program. These efforts will bring in new businesses, attract visitors and transform these neighborhoods into places that are beautiful and sustainable.

In the coming years, I look forward to working with DPW on all of their important programs to bolster our economy and contribute to making San Francisco a world-class city.

Provide Training Opportunities for San Francisco Residents

Apprenticeship Programs

San Francisco will invest nearly \$9 billion in improving and maintaining the City's infrastructure through the Ten-Year Capital Plan and create tens of thousands of jobs. DPW is committed to helping San Franciscans attain the skills and experience they need to be part of this growing workforce. In partnership with SF Human Services Agency, JOBSNOW and local unions, DPW apprenticeship programs provide training to hundreds of participants

Pre-Apprenticeship Program

DPW's Pre-Apprenticeship Program prepares Public Service Aides for future training as apprentice gardeners and laborers. Participants learn about DPW functions and programs, practice basic record keeping, provide information to the public, assist maintenance workers and gardeners, and much more. They participate in training classes on health and safety; communication skills; graffiti removal including product application and best practices; sweeping and weeding techniques; litter and debris pick-up; equipment and radio use and proper protocol and procedures. Currently DPW employs 106 Pre-Apprentices.



General Laborer "7501" Apprenticeship Program

DPW's state certified program provides entry level positions to individuals transitioning into laborer jobs. Participants learn to remove graffiti, refuse and dirt, operate power equipment, load and unload material in a safe manner, set up traffic barricades, repair equipment and much more. They participate in training programs and work hand in hand with DPW employees to beautify and maintain city streets, landscaped areas and public facilities in a safe, healthy and attractive condition. Currently, DPW has 24 General Labor Apprentices enrolled in this program.

Summer Youth Employment Program

DPW hosted the Summer Youth Program, in collaboration with Mission Neighborhood Center, and created 120 jobs for youth for four six-hour days per week, for ten weeks. The program served young adults, ages 16-22, from a variety of at-risk communities, including youth from single parent families, gang injunction lists, on probation and in public housing. This diverse group came together and executed large-scale landscape maintenance projects throughout the City. The goal of the program was to inspire youth around careers in the urban forestry field through tree planting and landscape maintenance projects. Certificates were awarded to the participants who completed the program.

Gardener Apprentice Program

DPW's Horticulture Training Program provides entry level positions to individuals transitioning into gardening jobs. Participants learn to perform care and maintenance of plants and landscaped areas including planting, pruning and pest control. They participate in training programs and work hand in hand with DPW gardeners to maintain public squares, parks, median strips, playgrounds and other landscaped areas. Currently DPW has 10 Gardener Apprentices.

Provide Training Opportunities for San Francisco Residents

Ensure SF Residents and Businesses are Employed on DPW Contracts

New Mandatory Local Hiring Ordinance

This year DPW managed projects exceeded the required local hiring and apprenticeship goals.

Construction contracts estimated to cost over \$400,000 and advertised after March 25, 2011 are subject to San Francisco's Mandatory Local Hiring Ordinance. Projects that are not 100% locally funded may be excluded from the Ordinance. For covered projects advertised between March 25, 2011 and March 24, 2012, local residents must perform 20% of all project work hours within each trade. For covered projects advertised between March 25, 2012 and March 24, 2013, local residents must perform 25% of all project work hours within each trade. At least 50% of project work hours performed by apprentices within each trade must be completed by local residents.

FY 2011-2012 was the first year DPW had to monitor projects for compliance with the Local Hiring Ordinance. DPW advertised some projects in FY 2010-11, but none of these projects began construction until FY 2011-2012. Because the Ordinance was so new, most of DPW's efforts were spent getting accustomed to the many details of the ordinance, the administrative requirements, and mechanisms for tracking compliance. Near the end of the fiscal year DPW started posting monthly Local Hire project summaries on the intranet so project managers and other DPW staff could monitor project performance.

Local resident participation on DPW projects subject to the Local Hiring Ordinance far exceeded the minimum requirement. 75,924 project work hours were performed on 18 covered DPW projects during FY 2011-12. Of these 75,924 project work hours, 28,719 (37.83%) were performed by San Francisco residents.

DPW also exceeded the required local resident participation for work performed by apprentices. San Francisco Apprentices performed 66.78% (4,011.50) of the total apprentice work hours (6,007)!



37.83%
of project work hours
were performed by
SF residents, far
exceeding our goal of
20%

2012 Paving Town Hall

DPW and Local Business Enterprises

Small local businesses that meet the requirements of San Francisco Administrative Code Chapter 14B can apply to the San Francisco Human Rights Commission ("HRC") to be certified as Local Business Enterprises (LBEs). LBEs are listed in the HRC's online directory and receive bid discounts on certain competitively bid contracts, and most Chapter 6 contracts such as Construction and Professional Services contain LBE subcontracting goals. LBEs are certified in different categories depending on the types of goods and services they provide and are classified by economic threshold (average annual gross receipts) as Small, Micro, or SBA. Certain contracts can be set aside for competitive bid only to Micro-LBE firms.

Last year, DPW tracked LBE participation in both Chapter 6 and Chapter 21 (Commodities and Services) contracts. For Chapter 6 contracts, DPW sought to increase LBE participation by bidding and awarding Micro LBE Set-Aside contracts whenever possible. DPW was successful in this regard, awarding 100% (3 of 3) of eligible contracts as Micro Set-Asides, including one Job Order Contract for \$1 million!

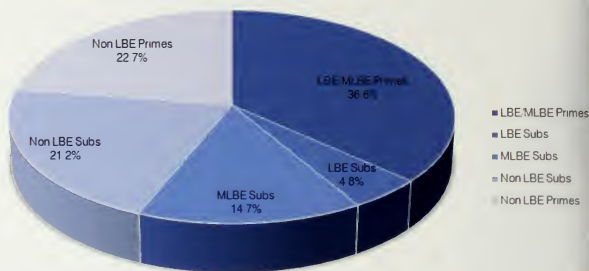
For Chapter 21 contracts, DPW focused on increasing LBE participation in Delegated Departmental Purchases (purchases under \$10,000). These purchases account for roughly half of all DPW's purchases, and they do not have to be formally bid through the Office of Contract Administration. DPW did an excellent job in this category, making \$959,704, or 28.34%, from LBEs.

DPW made 16% of its \$7,318,867 of Chapter 21 purchases from LBEs. \$3,386,715.23 (49%) percent of DPW's purchases were made through Delegated Departmental Purchases, and \$3,758,332.63 (51%) were made through contracts (Purchase Orders, Departmental Blankets, and City Term Contracts). DPW's LBE participation in Departmental Purchases and Contracts were 28.34% and 5.53%, respectively.

DPW awarded 30 Chapter 6 construction contracts in FY 2011-2012 that were subject to LBE requirements (Admin Code Chapter 14B). 24 were formal contracts, 3 were informal, 1 was a Micro-LBE Set-Aside, and three were Job Order Contracts (one of which was a Micro Set-Aside). 25 of the 30 contracts were awarded to LBE prime contractors. For the 27 non Job Order Contracts, LBE prime contractors were scheduled to perform 65% and LBE subcontractors were scheduled to perform 28% of the work.

Ensure SF Residents and Businesses are Employed on DPW Contracts

DPW Job Order Contracts LBE Utilization for Master Agreements 2007 - To Date



Job Order Contracting

DPW's Job Order Contracting Program (JOC) continues to play a role in streamlining and expediting the process of constructing small building projects. In FY 2011-2012, Project Controls and Services issued three new JOC contracts with a total value of \$7 million in contracts, including one Micro-LBE Set-Aside contract. Total construction awarded through the JOC Program since the first JOC contract in 2003 is \$41.3 million with \$5.1 million of task orders issued in FY 2011-2012.

This year JOCs were used for the SFFD roof replacements at four fire stations, Chinatown Branch Library Façade Restoration, Ortega Branch Library roof repairs and site work for completion in time for the Grand Opening, Telegraph Hill Rockslide rocks removal, various OSHPD projects for the San Francisco General Hospital and various projects for the Fire Department and Recreation and Parks Department.

The JOC program has been successful in expediting procurement of several construction task orders including the Marina Green Restroom Replacement which was time critical for the upcoming America's Cup Exhibition events starting in August 2012, the Kezar Pavilion Gymnasium Flooring replacement project which had a limited schedule of shutdown for construction due to popular use of the facility, and the SFGH Building 30 Learning Center which was time critical to preserve grant funding.

The JOC program has proven to be a very successful vehicle for LBE and Micro-LBE participation as 56.2% of the dollar value of work is contracted to either LBE/Micro-LBE Primes or LBE/Micro-LBE Sub-Contractors since 2007.

Ensure SF Residents and Businesses are Employed on DPW Contracts



Maintain a database of local artisan manufacturers

DPW prides itself on creating and maintaining beautiful, highly functional, and sustainable facilities. A strategy to design sustainable as well as beautiful buildings, is to use local artisans and manufacturers. For example, the signature tower at the new Betty Ann Ong Recreation Center was covered in Heath Tiles, a company who recently opened a branch in San Francisco. The mosaic tiles for the renovated Mission Pool (shown in background) were individually designed and then fabricated by Fire Clay Tile, a San Jose manufacturer whose owner lives in San Francisco. Cirecast, Inc. has casted historic style door levers, handrails, and lighting features for several City facilities. Julian and Anna Billotte painstakingly restored the ceilings at the renovated Anza Branch Library as well as guiding the signage at the Bernal Heights Branch Library.



Ensure SF Residents and Businesses are Employed on DPW Contracts

Use DPW Resources to Improve Blighted Areas and Spur Economic Development



To help support the Mayor's 17-Point Jobs Plan, DPW is partnering with several City agencies and the community to improve blighted areas and spur economic development. Key to this goal is the revitalization of the Central/Mid-Market neighborhood and increasing DPW resources in targeted commercial corridors. Last year, DPW contributed by beginning the renovation of a building to house the new 6th Street Police Substation¹.

Also, the Better Market Street² project intends to create a compelling, enjoyable and attractive street that is always active in its six districts, including the Mid-Market area. Mid-Market would be re-established as the cultural heart of the city: from edgy clubs to more mainstream theaters, the area offers a chance to provide entertainment for all. The former "lights and glitz" spirit of the area would be re-imagined for the 21st century, with many opportunities for the virtual, digital and physical worlds to interact. The plan also envisions UN Plaza as a space for markets, recreation, food trucks, civic events and parades. Planning continues and conceptual designs are expected in early 2013.

In addition, DPW is partnering with the Office of Economic and Workforce Development and local Community Benefit District organizations to identify needed improvements and increase our Community Corridors programs³ on targeted blocks. We are also looking into the feasibility of moving some DPW offices onto Market Street, which will contribute to the already growing workforce in that area.

Finally, DPW is a major partner in the Mayor's Invest in Neighborhoods initiative and will be working with other City agencies to increase resources for selected commercial corridors.

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Services and Programs

Provided by the Department of Public Works



Adopt-A-Street Program
Arbor Day¹
Architecture²
Automatic Public Toilets
Community Clean Team
Community Corridors Partnership Program
Condominium Conversion
Construction Management
Curb Ramp Construction³
Engineering
Graffiti Removal
Landscape Architecture
Litter Receptacles
Maintenance of Public Buildings
Materials Testing Lab
Median Maintenance and Landscaping
Mechanical Street Cleaning⁵
News Rack Program
Permits⁶
Plaza Cleaning
Pothole Repair⁷
Project Management⁴
Public Litter Receptacles
Sidewalk Inspection and Repair Program
Site Assessment and Remediation
Street Construction Coordination
Street Resurfacing
Street Structures⁸
Street Sweeping
Street Trees
Subdivision and Mapping
Surveying
Urban Gleaning⁹
Volunteer Programs¹⁰



www.sfdpw.org

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San Francisco

Public Works

2012-13 Annual Report

SF

P85

#1

2012-13



Jefferson Streetscape
Improvement Project



A 24/7 operation, Public Works:

cleans and resurfaces streets; **plants** and **nurtures** City trees; **designs**, **constructs** and **maintains** City-owned facilities; **inspects** streets and sidewalks; **builds** curb ramps; **eradicates** graffiti; **grants** and **enforces** permits; **partners** with SF neighborhoods; **trains** people for jobs; **greens** the right of way and **educates** our communities.





San Francisco Public Works

Fiscal Year 2012-13 annual report

Edwin M. Lee, Mayor

Naomi Kelly, City Administrator

Mohammed Nuru, Director of Public Works

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Edwin M. Lee Mayor

Visit any neighborhood in San Francisco, and you can feel the reach of Public Works – from the beautiful new library in the Bayview to the freshly paved roads in North Beach, from new landscaping along the Great Highway to the regularly swept sidewalks in Glen Park.

The investments we are making in our City make me proud, both as mayor of this great City and as the former Public Works director.

Public Works has embraced innovation, expanded the use of tablets for field inspections to improve efficiency and accuracy, and is using data-driven analysis to steer resources to where they are needed most. The department has delivered on big projects, including the Jefferson Streetscape in the heart of historic Fisherman's Wharf.

Public Works also has been instrumental in helping to implement the Mayor's 17-Point

Jobs Plan that aims to create more economic opportunity for our residents, employ more San Franciscans and help San Francisco businesses succeed. As part of the Mayor's Summer Jobs + program, Public Works put 423 young people on the payroll, double last year's number, and expanded apprenticeship programs for people who have been unemployed or underemployed.

Public Works also launched the successful Giant Sweep campaign to create a citywide anti-litter campaign with the San Francisco Giants and thousands of volunteers and students to foster pride in our City and keep it clean and beautiful.

You can find out more about the many other Public Works projects and programs in this annual report. Take a look. I think you'll be impressed!



Naomi Kelly City Administrator

Public Works continues to deliver world-class service in San Francisco. The 24/7 agency cleans and beautifies our streets, provides job training and career paths for our residents, greens our fleet and our public buildings and implements programs to help revitalize our commercial corridors.

The department always is willing to step up as a strong and reliable City partner. When the City needed to get waterfront properties in good shape for the America's Cup races, Public Works was there. When the struggling Housing Authority needed help maintaining the public housing developments, Public Works came through. When a water main broke in West Portal causing major flooding, Public Works crews jumped in to clean the streets and help get them rebuilt.

The department also has proven to be a strong community partner, working with neighborhood groups and merchant associations to make their districts safer, more attractive and more vibrant.

As City Administrator, I am grateful to have Public Works on my roster. With a staff of more than 1,200 – from architects and engineers to street sweepers and carpenters – it is a department with a deep well of experience and knowledge and a can-do attitude.

That comes through in the pages of this annual report.

San Francisco is an exciting, ever-changing City, with new challenges and new opportunities facing us every day. Public Works is right there at the forefront, making sure that our residents are well served.



Mohammed Nuru
Director
San Francisco Public Works

Green. Clean. Plan. Build. Design.
Repair. Operate. Manage. Plan.
Pave. Educate. Partner. Employ.
Train. Innovate.

Those are just some of the things we do at San Francisco Public Works to make the City a beautiful, livable, vibrant and sustainable community. I'd like to add one more verb: dream.

San Francisco is a city built on dreams – the Gold Rush, Golden Gate

Gate Park, the cable cars, Hetch Hetchy, the World War II ship-building boom, the Beatniks, the Freeway Revolt, the Summer of Love, gay liberation, the dot-com bubble, Crissy Field, Mission Bay. The list of transformational infrastructure and social movements is long. Our city of 47 square miles is ever-evolving, often driven by a dream of an individual or a collective interest.

At Public Works, we help San Francisco implement civic dreams to make our city better. The work we accomplished in Fiscal Year 2012-13 was no exception, as you will see in this annual report.

We made great progress in our commitment to environmental stewardship, designing and constructing green buildings, reducing our fleet's carbon footprint, adding solar power and water-saving devices to our older public buildings and converting more asphalt and concrete streets and sidewalks into planted public spaces.

We advanced City policies to make neighborhoods more vibrant and inviting by activating the streets with parklets, food trucks and fun events, including pingpong on Market Street. We made the streets safer for pedestrians and cyclists with new bike lanes, bulb-outs, curb ramps and medians, and we paved and preserved a record 854 blocks, thanks in large part to funding made available under the voter-approved Road Repaving and Street Safety Bond.

Across Public Works, we are expanding the use of technology to make our operation and services more effective and efficient. The use of electronic tablets by our field inspectors has resulted in increased productivity and speedier response to constituent concerns, and the launch of the web-based Envista construction project mapping system has led to better coordination among City agencies and utility companies to minimize disruptions to the public.

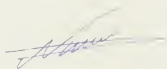
Our design and construction-management teams had a productive and successful year completing numerous playground, recreation center and library projects in neighborhoods throughout the City, finishing the first phase of the Pier 27 cruise ship terminal in time for America's Cup and hitting important milestones in two of our biggest building projects still under construction: the new San Francisco General Hospital and the Public Safety Building.

We also never lost sight of our obligation to keep the City clean, with crews on the job around the clock sweeping up litter, hauling away debris and washing and steaming the roads and sidewalks. At the same time, we strengthened our partnerships with residents, neighborhood groups, businesses and schools to join the effort. In February, we teamed up with Mayor Ed Lee and the Giants baseball team to launch Giant Sweep, our

signature anti-litter campaign that aims to create a culture of clean in San Francisco through hands-on activities and public education.

And among the programs that I'm most passionate about involve job training, career development and City contracts for local residents and businesses – initiatives that benefit our constituents. Last year we made sure our projects employed San Franciscans and that we bought goods and services from San Francisco firms. We put hundreds of young people to work in our summer jobs programs, trained apprentices for good-paying jobs and gave our existing work force advanced training through DPW University. Those programs are still with us and growing.

I want to thank my management team: operations chief Larry Stringer, City Engineer Fuad Sweiss, City Architect Edgar Lopez and Robert Carlson, who recently retired as the head of finance and administration, for helping Public Works cement its reputation in 2012-13 as a municipal agency that gets things done. With the assistance of our City and community partners, we're well on our way to making even greater strides in the new year.



Mohammed Nuru
Director
San Francisco Public Works

Public Works strategic plan

1 Ensure safe, clean and green infrastructure and public right of way

- Enable the safe use of public spaces
- Enhance the cleanliness of the City
- Green the City's infrastructure
- Enhance the attractiveness and utility of the public right of way

2 Create and maintain beautiful, highly functional and sustainable facilities

- Design, build and renovate facilities to meet or exceed intended uses
- Maintain City facilities to ensure long-term sustainability
- Establish Public Works as the service provider of choice

3 Deliver world-class public service

- Retain, develop and recruit a capable, motivated and diverse workforce
- Embrace organizational efficiency and innovation
- Communicate effectively

4 Expand the SF economy and lead in the creation of jobs for our residents

- Provide training opportunities for San Francisco residents
- Ensure San Francisco residents and businesses are employed on Public Works contracts
- Use Public Works' resources to improve blighted areas and spur economic development



San Francisco Public Works' Strategic Plan is a living document that drives what we do, day in and day out, and helps us make smart decisions about where to best direct our resources efficiently and effectively.

In crafting our Strategic Plan, we decided what's needed to carry out our mission of enhancing the quality of life in San Francisco by providing outstanding public service.

We set four goals to carry out that mission. From there, we mapped out objectives on how we can meet those goals.

We created measurable actions to track our progress no less than quarterly to see if we're heading in the right direction. If we're not, we want to know why so we can take steps to get back on track.

We enacted our first Strategic Plan in 2009, revised it in 2012

and will revamp it again in 2014 to keep it fresh and relevant. The Strategic Plan creates a culture that threads together individual employees, bureaus and divisions and the department as a whole, setting us on a unified course to best serve the public.

And even when faced with new, unexpected demands, we can use the Strategic Plan to guide our daily decisions and to serve as a beacon.

our leadership team



San Francisco Public Works

Fifth Annual Neighborhood Empowerment Network Awards

- 2012 Most Empowering City Employee
Sandra Zuniga

American Institute of Architects

- 2013 Sustainability Award
Bayview Branch Library

California Preservation Foundation

- 2012 Preservation Design Award
Golden Gate Valley Branch Library

San Francisco Environment Blue and Green Awards 2012

- Outstanding Transportation Champion
Cynthia Chono, Emergency Management Program
- Greatest Community-wide Impact
Public Works, Planning Department and Municipal Transportation Agency for the Pavement to Parks program

International Partnering Institute

Partnered Project of the Year Award, Sapphire Level 2013

- **Parking guidance systems and pavement renovation project team**

Municipal Fiscal Advisory Committee

- Good Government Award 2013
Jaime Flores-Lovo, Information Technology Applications Department Manager

National Safety Council

- 2013 Safe Driver of the Year Award for Pacific Region
Terrance "Terry" Costello

US Green Building Council LEED certification

- Platinum
 - **San Francisco Public Utilities Commission Headquarters at 525 Golden Gate**
- Gold
 - **Merced Branch Library**
 - **Golden Gate Valley Branch Library**
 - **Ortega Branch Library**
 - **Bayview Branch Library**
 - **Chinese Recreation Center**
 - **Moscone Tenant Improvements**
- Silver
 - **Office of AIDS first-floor renovation**
- Existing Buildings certification
 - **1680 Mission Street**

awards

Engineering News-Record
(ENR) California
2013 Owner of the Year

Public Works

From April 8, 2013 issue of ENR California: "City and County of San Francisco Awarded 2013 Owner of the Year."

"With billions of dollars in public-sector construction under way, the San Francisco Bay Area is an epicenter of activity for design and construction firms that build government-funded facilities. But working with public agencies can be a challenge for firms with little-to-no experience in government contracting.

The San Francisco Dept. of Public Works, which oversees design and construction for numerous city agencies, has been seeking to improve and expand its relationships with the construction industry. It has adopted new measures to streamline its internal structure, open lines of communication and speed payments. DPW also is promoting building-team integration and embracing innovative techniques to meet its aggressive goals. **For its efforts to innovate and change its construction program, ENR California has named the City and County of San Francisco its 2013 Owner of the Year."**

Fiscal Year 2012-13

budget

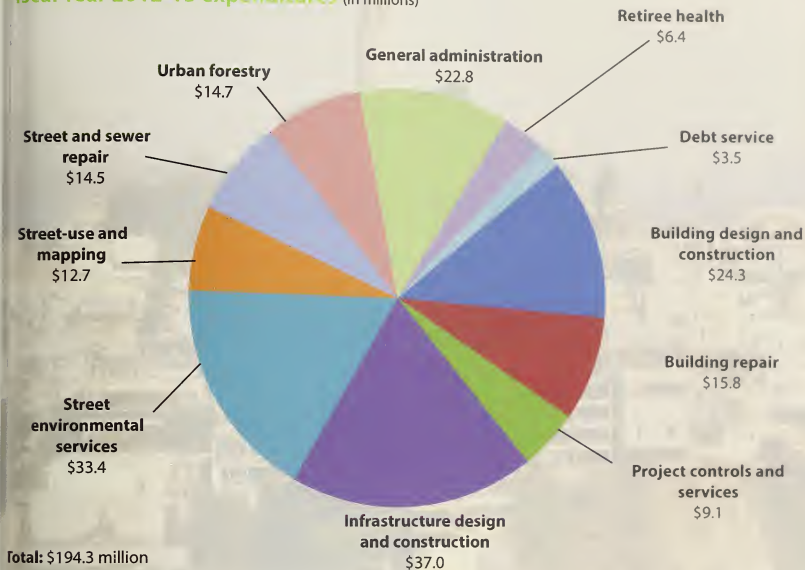
Over the past five years, Public Works has helped the City balance funding shortfalls by reducing costs while preserving core services. As the City recovers from the economic downturn, we developed a two-year budget that emphasizes frontline service for the City's residents, businesses and visitors; centralizes administrative functions, such as information technology and construction management; and ensures efficient delivery of major infrastructure and building capital projects. The budget also continues the tree-maintenance transfer that began in Fiscal Year 2011-12. Over the next two fiscal years, we will inspect an additional 10,000 street trees to prepare for transfer of responsibility to fronting property owners.

To minimize service impacts, we continue to strengthen public outreach programs and invest in strategic partnerships in commercial corridors. We also sought additional revenue and made better use of technology, resulting in efficiencies and cost savings. Our Fiscal Year 2012-13 total budget was \$194.3 million for the operating and capital bureaus, administration, retiree health and debt service. The Fiscal Year 2013-14 budget totals \$203.7 million.

Fiscal Year 2012-13 budget highlights:

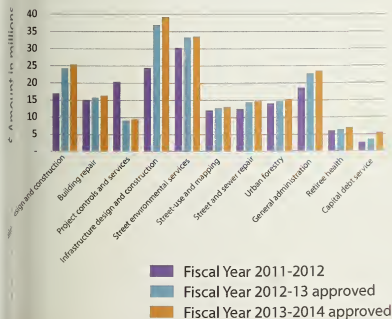
- \$17.7 million in general fund support for operations
- \$16.1 million in gas tax revenues
- \$11.3 million in other revenues, including an additional \$667,500 from street-use permit fees
- Funding for approximately 1,216 full-time and part-time employees, of which 296 are general fund supported
- An \$800,000 investment in the Community Corridors Pre-Apprenticeship Program
- Reorganized capital bureaus to consolidate construction managers into the building and infrastructure divisions
- Centralization of IT functions

Fiscal Year 2012-13 expenditures (in millions)



Budget comparison

Fiscal Year 2011-12 and Fiscal Year 2013-14

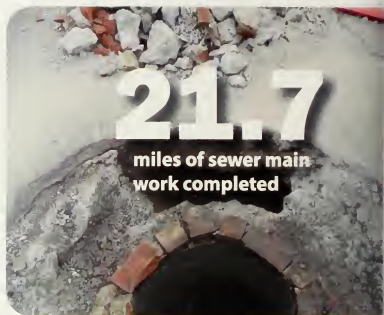


Revenue sources



Public Works

Fiscal Year 2012-13



21.7

miles of sewer main
work completed



1,216

workers on staff



\$4.1 billion

in active building
and infrastructure
projects



1,000,000

square feet of graffiti
removed from public
property



2,700,000

square feet of sidewalk inspected



1,955

curb ramps
constructed



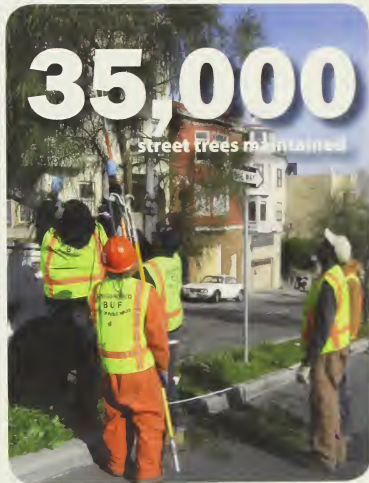
854

blocks paved
and slurry sealed



941

miles of roads
maintained by in-
house crews



35,000

street trees maintained



25,000

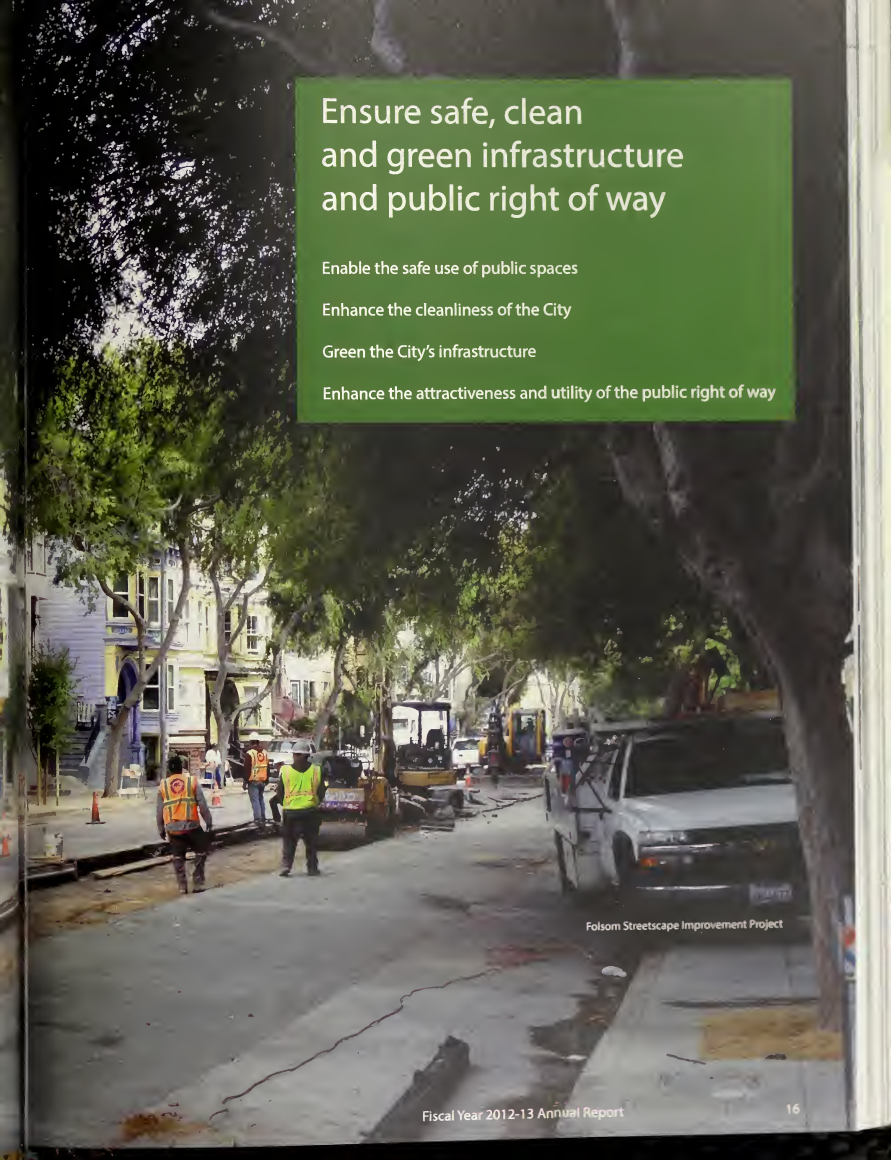
tons of debris cleared
from streets and sidewalks



146,000

miles mechanically swept





Ensure safe, clean and green infrastructure and public right of way

Enable the safe use of public spaces

Enhance the cleanliness of the City

Green the City's infrastructure

Enhance the attractiveness and utility of the public right of way

Folsom Streetscape Improvement Project

street resurfacing

854

blocks resurfaced

11,096,802

square feet paved

16,065

potholes filled





941

miles of roads maintained

**Street resurfacing completed in-house by
our Bureau of Street and Sewer Repair:**

162 blocks paved

2,019,217 square feet paved

25,287 tons of asphalt and concrete used

We successfully paved and rehabilitated 521 blocks and performed pavement preservation on another 333 blocks through the street resurfacing program, which provides safe, smooth, accessible and high-quality roads. A total of 854 blocks treated in a single year is an all-time high for San Francisco.

We are responsible

for maintenance on approximately 941 miles of streets, comprised of 12,865 blocks. Our street resurfacing program resurfaces pavement; performs base repair; replaces curb, gutter and parking strips; and constructs bus pads, sidewalks related to curb repairs and curb ramps.

Streets with transit routes, bike lanes, high usage or those in

bad condition get priority for resurfacing.

We also have improved maintenance coordination and kept neighbors informed of new street construction projects. In high-density areas, we have scheduled work to take place at night and on weekends to minimize disruption to residents and businesses.



199
dig-up sewer repair

187
brick sewer repairs

Sewer main replacement work, 24th
Street, Guerrero-San Jose Avenue

street and sewer repair



Lombard Street (Crooked Street)

Of the hundreds of projects worked on annually by the Bureau of Street and Sewer Repair, one of the most challenging involved brick work on the curvy portion of Lombard Street, a high-profile tourist destination and residential block in Russian Hill. Installing new bricks on portions of the steep, picturesque street required a complicated setting process and attention to detail.



Pier 19 (waterfront paving)

The Port of San Francisco called on Public Works to pave Pier 19 as part of a larger restoration project. The assignment required special training for our repair crews, who wore life vests on the job that took them near and over the Bay.



Rubber sidewalk installation

Looking for innovative ways to repair damaged sidewalks, cement crews experimented with installing rubber pavers near trees, whose roots can buckle the sidewalk. The flexible pavers sit atop gravel and a weed-barrier fabric, fit together with dowels and are framed by concrete. They are easy to install and replace, making repairs quicker and less disruptive.



Market Street curb-lip pilot project

A pilot project tested two quick-setting mortar compounds to repair gaps between curb ramps and the Market Street roadway. The less expensive "Rapid Set" product was picked as the preferred option. Last year, cement masons installed 61 curb-lips to make the transition from sidewalk to street safer and smoother for pedestrians, including wheelchair users. Fifty-seven are targeted for the new fiscal year.



curb ramps

We maintain approximately 7,200 street intersections in San Francisco, with varying degrees of accessibility. All public and private paving and construction projects are required to provide compliant curb ramps. Curb ramp-specific projects are constructed through the Curb Ramp Program, with priority given to locations requested by people with disabilities. The \$5.5 million-a-year Curb Ramp Program coordinates with the Mayor's Office on Disability and other City departments to ensure efficient design and construction services. Last year, 1,955 curb ramps were constructed in neighborhoods citywide - an all time high.

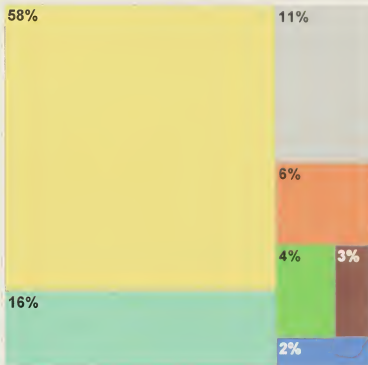
1,955
curb ramps constructed

service requests

In Fiscal Year 2012-13, Public Works received 106,660 service requests from constituents, mostly through 311 customer service center. We aim to respond to requests within 2-5 business days.

- street and sidewalk cleaning
- graffiti
- right of way complaints/inspections
- street and environmental services enforcement
- trees and landscaping
- potholes and sinkholes
- litter receptacles/overflowing cans

Top service requests citywide



Top service requests by supervisorial district

% of total



A photograph of a San Francisco street scene. On the left, there are colorful row houses in shades of yellow, orange, and red. Several cars are parked along the curb, including a dark grey Chevrolet SUV in the foreground. A cyclist is riding down the street in the middle ground. The street has white dashed lane markings. The overall scene is bright and sunny.

streets bond

The \$248 million Road Repaving and Street Safety Bond (Streets Bond) was approved by San Francisco voters in November 2011, allowing the City to repave streets; make traffic, pedestrian, and bicycle safety-focused improvements; and repair deteriorating bridges, overpasses and street structures.

Funding for the first year (\$73.4 million) of the three-year program was allocated in March 2012. The second bond sale occurred in June 2013, with \$130 million made available to fund Streets Bond activities.

The first two years of the bond include more than 50 paving projects resulting in more than 1,300 freshly paved blocks in every neighborhood of the City.

Over the course of the bond program, resurfacing, repairs and repaving projects are planned for 2,300 blocks with bond and non-bond funding sources, representing one-fifth of all blocks in San Francisco.

The massive scale of paving projects

A photograph of a city street, likely in San Francisco, showing a row of cars parked along the curb. The street is paved with asphalt and has a white arrow painted on it pointing towards the viewer. In the background, there are multi-story buildings and trees, including a prominent pink flowering tree on the left. The scene is captured in bright daylight.

requires innovative management. Public Works meets monthly with the San Francisco Public Utilities Commission to coordinate all paving projects and underground sewer and water projects to increase efficiency, save money and reduce construction impacts to residents and visitors.

More than 1,350 curb ramps are being designed and constructed. Of those, about a third are complete and the rest are in the planning and design phase with priority for locations identified by people with disabilities.

Two dozen signature streetscape projects are in the works, including street revitalizations on Castro, Potrero, Irving, Polk, Palou, Fulton, Taraval and Bartlett streets. Most projects are in the planning and design phase. The Great Highway will be the first streetscape project to be completed with bond funds. More than 50 smaller-scale streetscape and pedestrian-safety improvement projects also are under way.

street structures



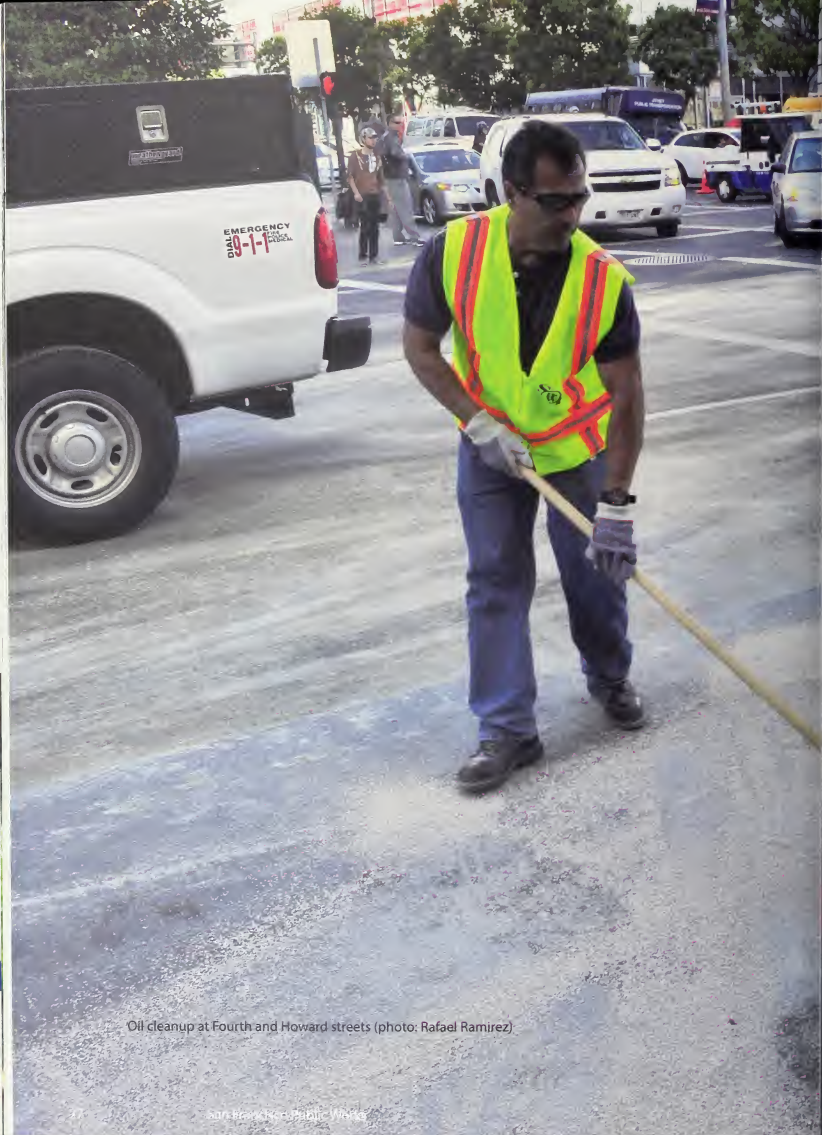
We maintain more than 360 structures, including tunnels, bridges, stairs, retaining walls and guardrails to ensure public safety. The Roadway Structures Inspection and Repair Program assesses the structures' physical condition and determines maintenance and repair needs. We rate roadway structures based on their deficiencies, structural adequacy and overall general condition. Our crews and contractors perform repair work.

Highlights from Fiscal Year 2012-13:

1. **Fourth Street bridge** – expanded gap
2. **16th Avenue wall and stairs** – repaired and replaced damaged retaining wall and top stairway section
3. **Alemany Boulevard guardrail** – replaced damaged vehicular guardrail
4. **Arelious Walker Drive stairway** – replaced damaged stairway
5. **Esmeralda Street stairs landing** – repaired damaged concrete bollards
6. **Market Street guardrail** – repaired damaged wooden guardrail
7. **Saturn Street stairs** – installed two solar lighting systems



To improve public safety and adhere to our commitment to green the City's infrastructure, we installed two solar lighting systems along the Saturn Street stairs.



Oil cleanup at Fourth and Howard streets (photo: Rafael Ramirez)



rapid response

A 24/7 operation, we serve as a primary go-to City department when rapid response is required. When a water main broke one night last winter in the West Portal neighborhood, flooding nearby streets, cars and homes, crews were on the scene quickly, helping mop up the mess. When 100 gallons of cooking oil spilled from a truck in the South of Market, making the roads treacherous for cyclists, pedestrians and drivers, our employees got to work right away to make the area clean and safe. Our workers clean up after spontaneous street celebrations, devastating fires, trees felled by storms and the recklessness of vandals.



hydraulic engineering

As a team that assists the San Francisco Public Utilities Commission in improving the City's aging sewer system, our hydraulic engineering section designed 27 joint-venture projects out of the 40 contracts awarded. Last year's showcase project addressed the structurally and hydraulically inadequate Powell and Mason sewers that run below North Beach streets. The project, focused on reducing the risk of flooding, rehabilitated 500 linear feet of sewer, increased the size of the sewer main along 3,750 linear feet and constructed a new overflow system and a new junction structure. To cap it off, paving crews resurfaced the streets in the project area.

A



SF
GIANT SWEEPER

Join the team. Keep SF





GIANT SWEEP

At the direction of Mayor Ed Lee and in partnership with the San Francisco Giants, we launched Giant Sweep, a citywide anti-litter campaign that uses hands-on volunteer activities and public education to bolster civic pride and keep San Francisco clean and beautiful. Giant Sweep engages schools, community groups, businesses, advocacy organizations and neighborhood associations to help improve the City.

The campaign received widespread media attention, attracted corporate sponsors and signed on other City agencies, including the Municipal Transportation Agency, the Department of the Environment and the Arts Commission.

Since the debut in February 2013, Giant Sweep volunteers logged more than 53,000 hours. More than 24,000 people signed the Giant Sweep pledge in which they committed to do their part to keep San Francisco's streets, parks and buses free of litter and graffiti.

In addition to having organized four major events over the first year, Giant Sweep had ongoing activities, including neighborhood cleanups, raffles and contests, tabling at community fairs and Giants games, and advertising on billboards, bus shelters and on television with a public service announcement featuring Giants star outfielder Hunter Pence.

GIANT SWEEP




Initiated classroom presentations on the importance of keeping San Francisco clean and beautiful



Logged more than 50,000 volunteer hours cleaning and greening the City



Promoted Giant Sweep with commissioned flash mob performances at community cleaning events and the annual Gay Pride Parade

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and



Keep SF clean.

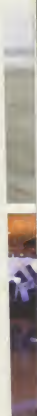


safe public spaces

a clean city

green SF

attractive and useful right of way



A thick yellow rectangular border frames the central white area of the page.A black silhouette of a person's lower body and arm, holding a yellow baton or stick, is positioned on the right side of the page, partially overlapping the word 'GIANT'.

GIANT

Join the team



Launched sfgiantsweep.org
website and social media
platforms



Advertised on billboards, bus shelters,
Muni vehicles and television



Gathered more than 21,000 Giant
Sweep "I will not litter" pledges



Received more than 300
submissions from 22 schools for
Giant Sweep poster contest



Signed up corporate
partners, including
Starbucks, Recology,
the San Francisco
Giants and Webcor

2012 Giant



World Series parade cleanup



We supported the Giants World Series victory parade for the second time in three years, last year on Halloween, October 31, 2012. Estimates put the crowd at more than 1 million. Although cleaning up was not easy, we learned a lot from our 2010 cleanup and were able to complete the task within hours.



Community Corridors Partnership Program

Since 2006, the Community Corridors Partnership Program has focused on improving the quality of life in the City's busiest commercial corridors through education and outreach. The program encourages merchants and property owners to maintain a higher standard of cleanliness by providing them the tools, information and City support

they need to make our neighborhoods cleaner and more appealing.

As part of our Strategic Plan, the program added several new routes, including the blossoming 16th Street section between Folsom Street and Potrero Avenue, the popular Valencia Street segment between 20th Street and Cesar

Chavez Street, the Bernal Heights/Excelsior stretch of Mission Street between Cesar Chavez Street and Silver Avenue, and Union Street from Van Ness Avenue to Steiner Street.

Working with the San Francisco Human Services Agency, Goodwill, Mission Neighborhood Center and the



98 corridors

1,077 deficiencies reported

564 blocks

Economic Opportunity Council, we put under-employed and unemployed San Franciscans into Community Corridors jobs. Corridor Ambassadors sweep litter from the sidewalk, clean tree basins, call in graffiti vandalism and identify and resolve poor street conditions.

Our staff walked the corridors to inspect for cleanliness and



Community Corridors Partnership Program routes

safety hazards, to remind property and business owners of their responsibilities and to cite them for violations. Owners and businesses were told verbally and in writing how to correct problems to avoid fines. For violations found on public property, the appropriate agency was notified of the corrective action required.

Night Walks

Our initial round of inspections, focused on businesses open in the early evening. Running from July through September 2012, this effort lasted nine weeks and covered 22 corridors. A total of 1,691 deficiencies were noted, with 271 Notices of Violation

sent and 54 citations issued.

Source: Unity San Up

The pre-dawn inspections focused on street and sidewalk issues. Lasting eight weeks, from September through November 2012, staff walked 20 corridors, reporting a total of 1,361 deficiencies, including 83 Notices of Violation and 90 citations.

Eco Hike

These mid-day inspections took place from February to June 2013, lasting 20 weeks. In that time, inspectors reported 6,025 deficiencies, covering 220 Notices of Violation and 336 citations.



Adopt-a-Street program

Over the past 13 years, the Adopt-A-Street program has worked to engage residents to keep San Francisco sidewalks clean and beautiful. Managed by our Community Programs office, the Adopt-A-Street program is a public and private partnership between the City and its residents and merchants to maintain the cleanliness of our neighborhoods.

Adopt-A-Street participants agree to take responsibility for keeping their street clear of litter, graffiti and illegal dumping. We support their efforts by providing free supplies, such as brooms and trash bags.

Last year, 49 residents became Adopt-A-Street members. To date, there are a total of 1,612 participants.



1,612

members



Starbucks Global Day of Service

We partnered with Starbucks for the third year in a row to beautify and clean San Francisco. With help from 1,200 Starbucks volunteers, we planted 445 plants, spread 175 cubic yards of mulch, added 6,000 pounds of decomposed granite in tree basins, cleared 15,950 pounds of green waste, swept and collected 2,200 pounds of trash and abated 13,750 square feet of graffiti.

1,200 volunteers

15,950
pounds of green waste removed

2,200
pounds of trash collected

13,750
square feet of graffiti abated

A man wearing a blue t-shirt, an orange safety vest, and a grey baseball cap is using a power tool to remove graffiti from a light-colored wall. He is looking down at his work. In the background, a red sign with white text is partially visible, showing the words "SSING", "ITS VALLEY", and "ETS".

Community Clean Team

2,600
volunteers

78,400
square feet of graffiti removed
from public space

569
blocks swept

55,105
pounds of green waste
and debris removed

The Community Clean Team is our premier volunteer program, focusing on cleaning and greening merchant corridors, schools, open spaces, parks and community spaces throughout the City.

Clean Team dedicates an entire month to each of the 11 supervisorial districts, where we and other City departments clean streets and beautify neighborhoods. Our staff builds relationships with community organizations, local businesses and schools to support volunteer participation at each event.

Last year, more than 2,600 volunteers joined our crews to spruce up the neighborhoods.

Clean Team partners include the Recreation and Park Department, San Francisco Housing Authority, Sheriff's Department, Caltrans, Municipal Transportation Agency, San Francisco Unified School District, San Francisco Parks Alliance, Mayor Ed Lee and the Board of Supervisors, the City Administrator, San Francisco Police Department, Department of the Environment, Department of Corrections and Pretrial Diversion.

Walgreens, Starbucks, Luxor Cabs, PG&E, Recology, Academy of Art University, the San Francisco Hilton and the Emerald Fund provide financial, in-kind and volunteer contributions.

Recology and San Francisco Clean City Coalition are key partners in the program and provide Gigantic 3 service to the program, offering residents bulky item drop-off, recycling and composting. Last year, the program collected 45 tons of garbage, 70 tons of recyclables and 17 tons of organic waste.



Graffiti Watch



Graffiti vandalism blemishes our neighborhoods. The Graffiti Watch volunteer program empowers individuals and groups to take ownership of heavily-tagged areas in their neighborhoods and remove graffiti from public property, including utility poles, trash cans, signs and other street furniture. In return, Public Works provides training and tools.

Removing graffiti quickly, ideally within 24 hours, is key to the

success of the Graffiti Watch program: The faster graffiti is painted over, the less likely vandals will return.

Last year we successfully recruited and trained 61 new Graffiti Watch members from the Mission, South of Market, Tenderloin, Chinatown, Hayes Valley, Park Merced and other neighborhoods.

The program boasts more than 375 active members.

375

Graffiti Watch members

Zero Graffiti International Conference

In January, Public Works along with San Francisco's Graffiti Advisory Board, San Francisco Beautiful and the Bay Area nonprofit Stop Urban Blight hosted the 2013 Zero Graffiti International Conference and declared a call to action to eradicate graffiti vandalism.

More than 150 graffiti fighters from all over the world gathered along with City leaders and Public Works graffiti unit staff to offer ideas and share ways to fight graffiti through public education, community involvement, the arts and the criminal justice system.

At the three-day conference, keynote speakers and workshop participants addressed the rise of hip-hop graffiti; the use of technology to report and track graffiti; the role of restorative justice programs in deterring graffiti; ways to involve the community; and effective criminal justice and legislative tools to prevent graffiti and to hold offenders accountable.

The gathering created a worldwide network of municipalities, neighborhood associations and businesses to share experiences that can help eradicate graffiti vandalism, recruit new graffiti fighters and ultimately reduce costs associated with the unwanted tagging.

Photo: Rafael Ramirez

illegal dumping

24,737

reports of illegal dumping



Last year, we responded to 24,737 reports of illegal dumping, a nearly 9 percent increase from 2011-2012 thanks to growing public awareness about this chronic problem. By engaging San Francisco neighbors as partners in reporting dumping and focusing door-to-door outreach on the most affected neighborhoods, we empowered residents and merchants to help us be more efficient and effective. This year, we attended 25 community meetings, discussed dumping problems with merchants during corridor walks, such as Spruce Up by Sun Up and Eco Blitz, and used the Giant Sweep campaign to promote our efforts.

With the assistance of an extended two-year CalRecycle grant, concentrated efforts in the southeastern portion of the City have resulted in cleaner and safer neighborhoods and a well-educated population. We mailed more than 7,500 letters to residents informing them of their responsibilities and refuse-collection options, and consistently followed up on violations. Through partnerships with merchant and neighborhood associations, Recology, the Police Department, the District Attorney's Office and the City Attorney's Office, we were able to address dumping issues with enforcement tactics and strategies.

Most debris consists of household items, such as furniture, mattresses and bags of refuse. Large-scale criminal dumping includes construction debris, shingles, glass, insulation, carpet, green waste and sometimes hazardous materials. Last year we responded to 80 percent of service requests within one to two days. Recology will be taking on more responsibility for responding to bulky item dumping, allowing us to put more energy towards proactive solutions, which have proven to have a longer-lasting and more significant impact on resolving this constant challenge.

A photograph of a man in a blue t-shirt and a grey flat cap, speaking to a group of people at an outdoor community gardening event. He has orange-rimmed glasses hanging from his shirt. In the background, there are other people, some wearing orange safety vests, and a chain-link fence with various plants and signs. A tall apartment building is visible in the far background.

33rd Annual American Community Gardening Association Conference

driven by support of community gardening and our strategic goals of greening and enhancing the utility of public spaces, Public Works hosted, in August 2012, the American Community Gardening Association's (ACGA) 33rd annual conference in San

Francisco, with the theme, "Gardening on the Cutting Edge."

We worked with the ACGA, Parks Alliance, Recreation and Park, Department of the Environment and local businesses and nonprofits to coordinate the

conference. Nearly 300 attendees from around the world attended 45 workshops, nine different Bay Area tours, a silent auction, evening celebration at City Hall and films at the Conservatory of Flowers. Conference topics ranged from urban land trusts to

seed libraries to gardening with youth, the disabled and college students.

We organized the conference, produced materials, created and led tours, and managed conference finances.



A close-up photograph of several bright blue flowers, likely Baby Blue Eyes, with green foliage in the background. The flowers are in sharp focus, showing their delicate petals and centers.

Take these seeds and **plant them** in the early spring or fall. **Spread them evenly** and **place them gently** into the soil, but not too deep. Give them **water, sun** & bless them with **love**. In the spring and summer, they'll start to **bloom** and bit by bit **San Francisco** will become more **beautiful**.

One of our missions at San Francisco **Public Works** is to green the City. With this packet of **Baby Blue Eyes**, you can help. **Enjoy!**

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green SF

attractive and useful right of way



urban harvesting



Launched in 2010 as part of the City's Healthy and Sustainable Food Program, the Urban Harvesting Program increases access to healthy and nutritious food for San Francisco residents by partnering with the community to pick and distribute locally grown fruits and vegetables.

The City supports the mission of healthy food production and horticulture by encouraging community, backyard, rooftop and school gardens; edible landscaping; and agricultural incubator projects.

We collected and donated 1,361 pounds of fresh produce. Food that is harvested through this program is donated to shelters, food pantries and other social service organizations. By making healthy produce more accessible, we are building a healthier city.

1,361

pounds of fresh produce
collected and donated



The Street Parks program is a partnership among Public Works, the San Francisco Parks Alliance and neighborhood groups to improve public open green space.

The program offers residents a way to take over underutilized parcels, such as vacant lots, street medians and weedy hillsides, some in poor condition and picked by illegal dumping and other unhealthy and unsightly activities.

Each street park can take the

form of community gardens, neighborhood beautification projects and stairways along the public right of way. These projects help to unify the neighborhood and increase needed open green space.

Last year, we hosted a series of networking workshops that allowed participants to collaborate on best practices and learn about available resources to assist them with their projects. During this time, we supported the continued development of

Progress Park, the Pennsylvania and 17th Street Railroad Garden, the terracing of the Athens Avalon Green Space, the landscaped stairway construction at Penny Lane, the renovation of the Hidden Garden Steps and the build-out of the Burrows Street pocket park.

Since the Street Parks program began in 2002, more than 350 people have registered to develop new gardens and street parks. There are more than 145 street parks in San Francisco.

urban forest

374 trees planted

895 tree planting permits issued

228 sidewalk landscaping permits issued

1,029 City trees pruned



Hollywood's Royal Road



tree transfer program

There are many benefits to an urban forest and maintaining it is essential to San Francisco's well-being. Regular tree maintenance keeps trees healthy and as a result improves personal health and air quality, reduces stormwater runoff, conserves water, reduces soil erosion, reduces noise pollution, creates wildlife and plant diversity, increases property values, takes up carbon dioxide and contributes to the beauty of the City. Lack of maintenance can cause limb failures that threaten public safety and damage property.

Public Works does not have the resources to prune and maintain trees at a frequency recommended by tree-care experts. Tough budget years have forced us to cut back on tree maintenance to protect the City's core services.

There are more than 35,000 street trees that are the maintenance responsibility

of the City. In order to sustain a healthy urban forest and align our assets with available resources, we have been transferring maintenance responsibility to property owners with street trees in the public right of way since January 2012.

Two-thirds of property owners already are responsible for trees in front of their properties, while the maintenance of the remaining one-third is provided by City crews to private property owners. For the program, the City proposed transferring maintenance responsibility of approximately 24,000 trees to individual property owners over seven years to allocate responsibility more equitably. Last year, we transferred 2,969 trees.

We will continue to maintain trees on street medians and City property and be responsible for responding to all emergency-related tree incidents.



Grey2Green

sidewalk landscaping

Our Grey2Green program invites San Franciscans to transform their sidewalk into a green oasis. We offer a low-cost permit for property owners to convert impervious sidewalk into garden space.

San Francisco was paved over during the residential development boom between the 1930s and the 1950s. Paved streets and sidewalks now comprise more than 25 percent of San Francisco's land area – more than all its parks combined.

Transforming portions of San Francisco's hardscape into greenscape improves the City's livability, creates opportunities for increasing both native and beneficial non-native species and habitat, helps decrease carbon monoxide levels, and increases permeable surface area to reduce runoff to an overloaded sewer system that, during heavy rains, causes the discharge of potentially polluted water into the Bay and ocean.

Sidewalk landscaping also increases property values, makes a more pedestrian-friendly environment, connects ecological corridors and creates better growing conditions for urban trees.

Some property owners receive notices from the City to fix sidewalks. This is a perfect opportunity to remove some of the concrete permanently and install a garden. Permits are required to ensure that the public right of way remains accessible to all users and to help protect the City and the property owner.

We offer many helpful tools, including plant palettes, lists of drought-tolerant recommended plants, permit information and applications, templates for designing a sidewalk garden and how-to videos.

We issued 228 permits to property owners for sidewalk landscaping last year.



100,910

square feet of hardscape to softscape

228

permits issued to property owners
for sidewalk landscaping



We celebrated Arbor Day with the planting of a signature tree dedicated to the late Vivian A. Brown, the elder of the famed Brown twin sister. Together, the impeccably dressed lookalikes were a beloved San Francisco fixture for more than 40 years. The tree chosen to honor Brown was a *Calocedrus decurrens*, more commonly known as a California incense cedar. It was planted on March 6, 2012, on a patch of grass at Sloat Boulevard and Cranleigh Drive. Brown's younger sister, Marian B. Brown, attended the ceremony, and described the Arbor Day honor as a "wonderful way to celebrate my dear, dear sister." Mayor Ed Lee and Public Works Director Mohammed Nuru escorted Brown to the tree-planting site. The department plants a signature tree every year. Past honorees were Rosa Parks, Cesar Chavez, Ruth Asawa, Dr. Ellen Wolf, Dana Woldow, Charlie Starbuck and Wangari Maathai.

Arbor Day

safe public spaces

a clean city

green SF

attractive and useful right of way

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parklets

Parklets turn underused pavement and parking into beautiful green areas where neighbors and businesses come together to create community.

The Pavement to Parks program, a joint effort by our Bureau of Street-use and Mapping, Planning Department, Municipal Transportation Agency and Department of Public Health, assists property owners to

install parklets.

Parklets provide an economical solution for wider sidewalks and aesthetic enhancements to the streetscape that include planters, trees, street furniture and artwork.

These public spaces allow residents and business patrons to relax and enjoy the atmosphere of the City, primarily in areas where open

space and urban parks are lacking, or where existing sidewalks are not wide enough to accommodate vibrant street-life activities.

We work with the community on the eligibility, approval and installation of parklets within the public right of way.

Last year, we received 13 applications for new parklets; 11 were approved and six new parklets opened.

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green SF

attractive and useful right of way



Parklets opened Fiscal Year 2012-13

Business location	Address
EHS Pilates	1452 Valencia Street
Sandbox Bakery	903 Cortland Avenue
Rapha Cycle Club	2198 Filbert Street
Cumaica Coffee	200 Clement Street
Other Avenues Food Store	3930 Judah Street
DNA Lounge	375 11th Street



sidewalk repair

251,863
square feet of sidewalk repaired

Sidewalk Inspection and Repair Program

The Sidewalk Inspection and Repair Program inspects all sidewalks on a 25-year cycle with a schedule that prioritizes inspections based on pedestrian usage. Inspectors inform public and private property owners of sidewalk damage and quickly coordinate repairs to improve pedestrian safety.

Locations that receive priority for sidewalk inspection and repair are those identified with the greatest number of community elements: commercially zoned districts; Muni routes; sidewalks within 500 feet of schools, public facilities, hospitals or senior centers; and densely populated areas. The program also prioritizes areas in

accordance with the American with Disabilities Act (ADA), giving "...priority to walkways serving entities covered by the Act, including state and local government offices and facilities, transportation, public accommodations and employers, followed by walkways serving other areas."

Funding from the 2011 Road Repaving and Street Safety Bond helped us exceed our goals by funding the inspection of 200 square blocks and repair of 25,000 square feet of damaged sidewalk.

As a result of the assessments, we issued 3,341 Notices to Repair to private property owners, and 2,415 notices to public agencies and private utilities. The program has repaired 251,863 square feet of

sidewalk fronting 206 square blocks, of which 126,999 square feet are public.

Accelerated Sidewalk Abatement Program

The Accelerated Sidewalk Abatement Program inspects and quickly repairs sidewalks with egregious conditions along the "throughway zone," an area defined by the City's Better Streets Plan, with ADA accessibility-related issues, around City-maintained trees and in front of City agencies.

With the 2011 Road Repaving and Street Safety Bond, the program repaired 51,181 square feet of damaged sidewalk around 106 public locations, exceeding the goal of 45,000 square feet.

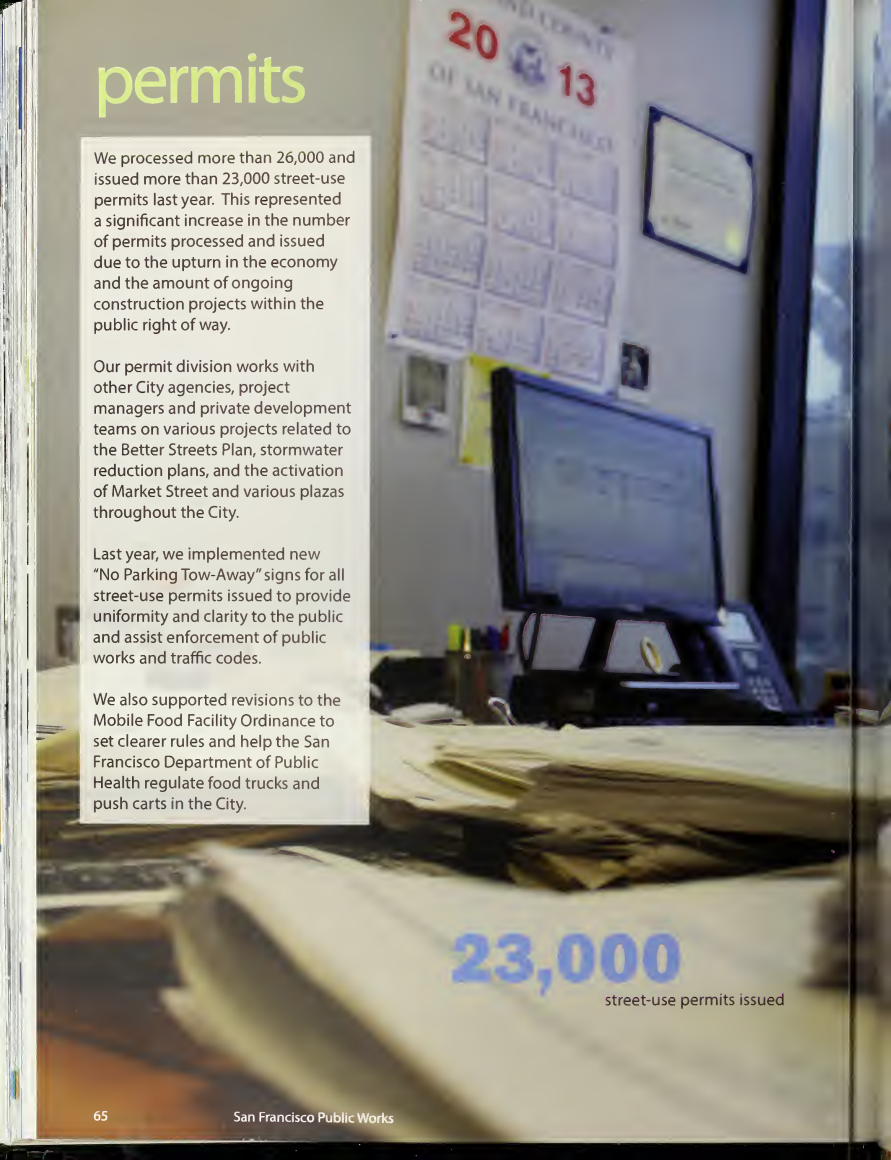
permits

We processed more than 26,000 and issued more than 23,000 street-use permits last year. This represented a significant increase in the number of permits processed and issued due to the upturn in the economy and the amount of ongoing construction projects within the public right of way.

Our permit division works with other City agencies, project managers and private development teams on various projects related to the Better Streets Plan, stormwater reduction plans, and the activation of Market Street and various plazas throughout the City.

Last year, we implemented new "No Parking Tow-Away" signs for all street-use permits issued to provide uniformity and clarity to the public and assist enforcement of public works and traffic codes.

We also supported revisions to the Mobile Food Facility Ordinance to set clearer rules and help the San Francisco Department of Public Health regulate food trucks and push carts in the City.



23,000

street-use permits issued



Stockton Street Pedestrian Enhancement Program

San Francisco's vibrant and culturally rich Chinatown neighborhood was the scene of the second annual Stockton Street Pedestrian Enhancement Program. Overseen by Public Works, the program, which began with a pilot in 2012, allows shopkeepers on the Stockton Street commercial corridor to secure a special permit to set up merchandise displays in the parking spaces fronting their businesses during the bustling Chinese New Year season.

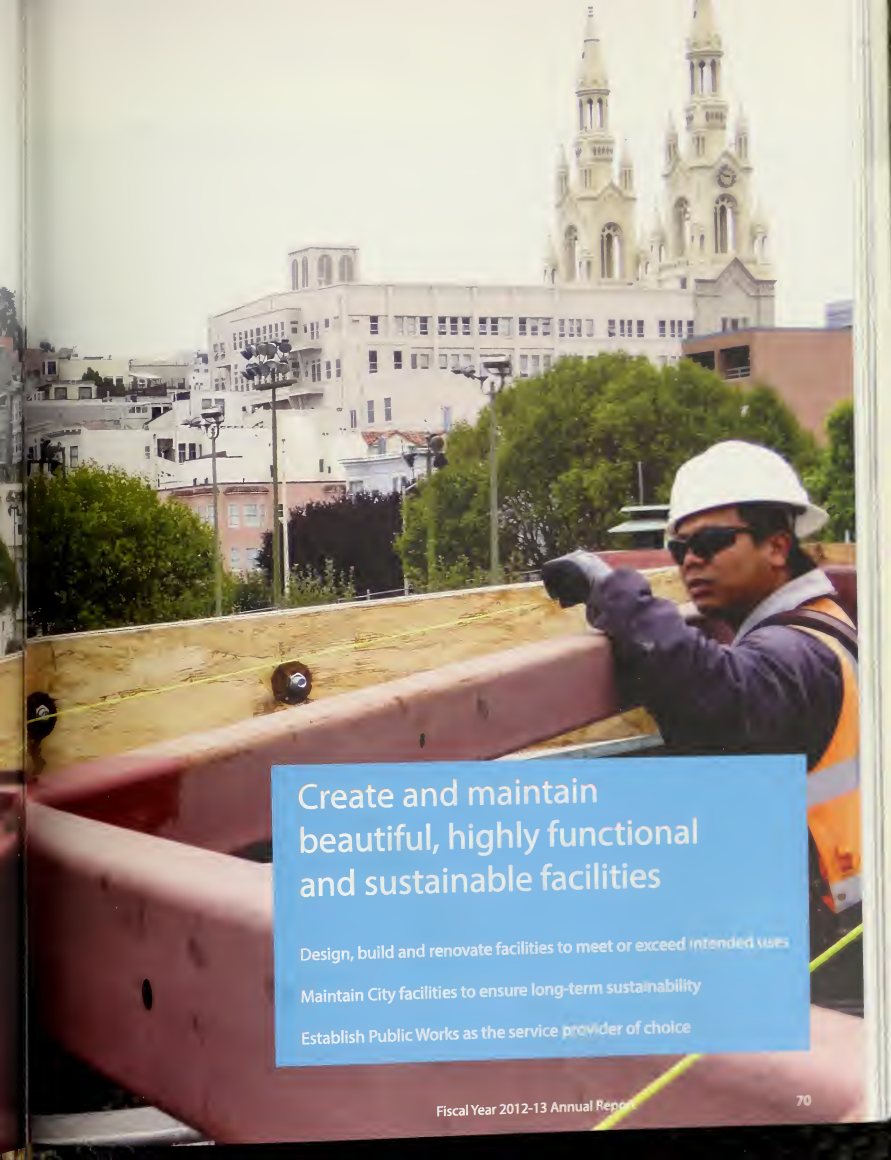
Our permitting and inspection team worked closely with the Department of Public Health, the Municipal Transportation Agency and Chinatown business and community groups to make the program a success. For the two weeks leading up to the New Year, daytime parking was banned along the five-block stretch of Stockton Street, between Broadway and Sacramento streets, to make more room for merchant displays and to accommodate large crowds of holiday shoppers. Our crews, aided by neighborhood youth, set up metal police barricades every morning to mark off the expanded outdoor merchandise zone, and retrieved the barricades every evening.

The City has made the program an annual event.









Create and maintain beautiful, highly functional and sustainable facilities

Design, build and renovate facilities to meet or exceed intended uses

Maintain City facilities to ensure long-term sustainability

Establish Public Works as the service provider of choice

Jefferson Street

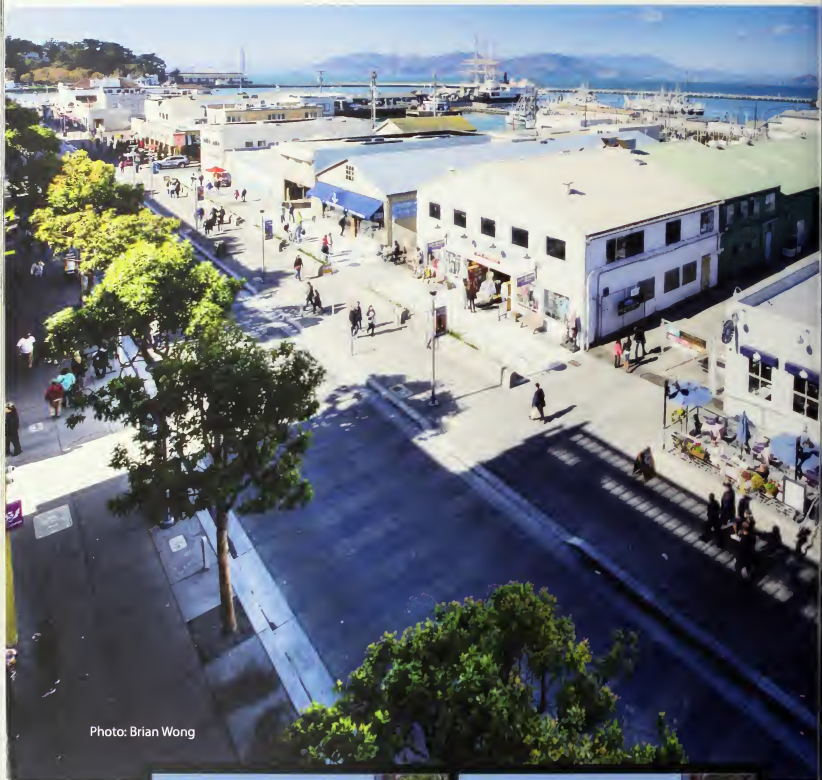


Photo: Brian Wong



before

after



Schedule

Construction:

January-June 2013

Budget

\$5.5 million, funded mostly through the general fund with the remainder from 2006 state Proposition 1B transportation funding

Project Team

Public Works

Planning Department

Municipal Transportation Agency

Port of San Francisco

ROMA Design

A modern design and pedestrian-friendly upgrades provided a major facelift to the popular Jefferson Street corridor in Fisherman's Wharf and were a highlight of last year's completed streetscape projects.

Fisherman's Wharf is one of California's most visited destinations, with up to 100,000 people crowding the sidewalks on a busy day.

The Jefferson Streetscape Improvement Project, which underwent a public process for design and planning with

merchants and businesses along Jefferson, was implemented to improve the visitor experience and boost business. Construction met its ambitious goal of project completion before the opening series of the America's Cup boating races in the summer of 2013.

The project transformed Jefferson into a safer, more complete street with several improvements along the two-block esplanade, including the installation of geometrically patterned streets, widened sidewalks, new street lights for better visibility and bike parking. New landscaping, street trees and public seating further energized the public space.

Most significantly, Jefferson underwent a conversion from a one-way to two-way street, helping to calm traffic and improve bicycle and pedestrian safety.

The Jefferson project created a safer street that adds to the attractiveness and history of this landmark neighborhood, and exemplifies the caliber of streetscape improvements happening all over San Francisco.

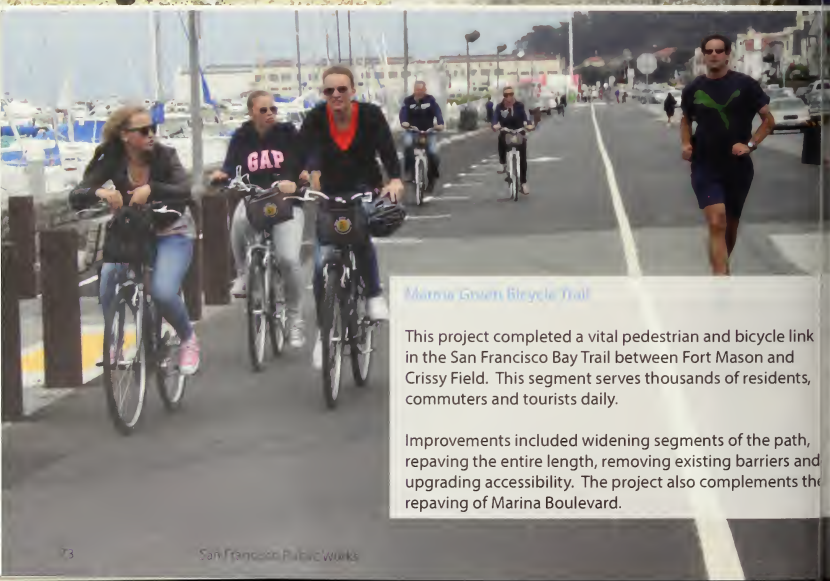


streetscapes completed

14th Avenue

This 15-block landscaping project, from Wawona Street to Lincoln Way in the Sunset District, enhanced the beauty and improved the safety of the entire length of this important thoroughfare.

Along the median, we planted drought-tolerant ornamental plants – primarily succulents – to soften the landscape.



Marina Green Bicycle Trail

This project completed a vital pedestrian and bicycle link in the San Francisco Bay Trail between Fort Mason and Crissy Field. This segment serves thousands of residents, commuters and tourists daily.

Improvements included widening segments of the path, repaving the entire length, removing existing barriers and upgrading accessibility. The project also complements the repaving of Marina Boulevard.

streetscapes in construction



Broadway Street Phase III

Phases I and II of the Broadway Streetscape Improvement project, completed in 2005 and 2008, resurfaced and made transit and pedestrian improvements to two segments of Broadway.

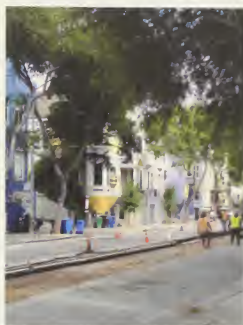
Phase III connects the previous work with streetscape improvements on Broadway between Kearny and Montgomery streets and resurfaces the roadway between Kearny and Battery streets.

The project includes sidewalk bulb-outs at intersections, new street trees, pedestrian-scale street lighting and roadway resurfacing and restriping.



Cesar Chavez Street

Streetscape work on Cesar Chavez, between Hampshire and Guerrero streets, will widen the existing median to allow for more street trees and landscaping; provide left-turn pockets for turning vehicles; widen the sidewalk at the corners; install stormwater planters that will add landscaping and provide for stormwater management; and upgrade the street lighting along the corridor to LED to provide brighter, whiter light and reduce energy consumption. Low-impact development features, such as permeable paving and bioretention, have been integrated into the street design.



Folsom Street

This project extends from 19th Street to Cesar Chavez Street in the Mission District and includes resurfacing and restriping the roadway and reducing traffic lanes from four lanes to two, with bike lanes between 19th and 24th streets; upgrading traffic-signal infrastructure; building bus bulb-outs to create more comfortable waiting areas, shortened crossing distances for pedestrians, and improved transit operations; and planting 42 street trees to complete the vision of Folsom Street as a beautiful, safe and accessible green connector for the neighborhood.

As a part of the Great Highway project that rebuilt and paved the roadway from Point Lobos to Sloat Boulevard, we added pedestrian safety and streetscape improvements between Fulton and Lincoln streets, parallel to Ocean Beach and on the western edge of Golden Gate Park.

The improvements included new curb ramps, pedestrian crossings and bicycle safety upgrades and the installation of a beautifully landscaped roadway median. The newly separated roadway means safer crossings for visitors to this world-famous beach destination and heavily trafficked state route. The median landscaping installation included 11,000 plants and shrubs, 83 decorative boulders and rows of pavers.

We accelerated the paving schedule, finishing four months ahead of the original timeline so that the work was completed for the celebrated annual Bay to Breakers race, which has its finish line on the Great Highway.



11,000
new plants and shrubs

16,000
tons of asphalt used

streetscapes in planning and design

Second Street

The Second Street Improvement Project extends from Market Street to King Street, stretching from downtown San Francisco to the SoMa district. The community identified the street as a primary pedestrian, bicycle and transit corridor and a green connector for the neighborhood. This project will implement

that vision by transforming Second Street into a more pleasant experience that improves safety and access for pedestrians, bicyclists, transit and drivers.

In accordance with the San Francisco Bicycle Plan, the project will provide designated bicycle space along the entire length of Second Street.

Streetscape improvements

may include special crosswalks and new street trees, a pedestrian refuge at the South Park Avenue intersection, and expansion of an existing pedestrian refuge at Harrison Street.

The project also includes roadway resurfacing, concrete curb reconstruction, the installation of ADA-compliant curb ramps and upgrades to the traffic signal system.



Streetscape improvements in planning

Balboa Street
Bartlett Street
Castro Street
Irving Street
Mansell Corridor-McLaren Park
Polk Complete Street
Polk Street-10th Street-Fell Street area
Potrero Avenue
Sloat Boulevard
SoMa West
Spofford Street
Taraval Street
The Wiggle



Better Market Street

The Better Market Street project aims to rejuvenate Market Street from Octavia Boulevard to The Embarcadero. It calls for re-establishing the street as the premier cultural, civic and economic center of San Francisco and the Bay Area – a vibrant and inclusive destination where people want to live, work and visit – and to make it easier and safer for them to get around. The project is led by Public Works, in partnership with the Planning Department, Municipal Transportation Agency, San Francisco County Transportation Authority, Office of Economic and Workforce Development and San Francisco Public Utilities Commission.

Public Workshops

The team conducted a second round of public workshops in July 2012, where we collected feedback on initial concepts and asked for help prioritizing specific improvements.

Based on these priorities, the team spent the next year advancing three design options. They were presented at a third round of public workshops and a webinar in July 2013¹.

More than 300 people participated in thoughtful discussion². They also had a chance to experience the vision of planners and designers³ with the use of the OWL™ – a cutting-edge virtual reality device that premiered at the workshops, letting viewers see the conceptual designs as 3-D models and look around as if they were actually standing on Market Street in the future⁴.
Public Outreach

The team engaged in a variety of outreach activities, including pop-ups in October 2012, when we used a storefront and JCDecaux kiosks along Market Street to gather input on the design concepts from merchants, neighbors, and passersby⁵⁶. We also held a design charrette with representatives from 15 organizations to work together on design challenges and partnered with Walk San Francisco to present film showings of "This is Market Street" to more than 200 people⁵⁷.

Concept Design

The team finished conceptual designs for two versions of Market Street and one for Mission Street that illustrate the potential street designs and also visions for United Nations and Hallidie plazas. These conceptual design options aim to reconstruct Market Street for the 21st century, bringing increased transit efficiency and speed to the Muni transit system; added bicycle capacity through an improved cycle facility; increased safety for pedestrians and bicyclists; and more active public sidewalk spaces that support the City's most important boulevard.

Mission Street

The team identified constraints within the Market Street right of way to create a world-class boulevard for all users, and feedback from public workshops guided the Better Market Street project team to include Mission Street as a potential complementary corridor to improve both transportation and public life⁵⁸.

Partnering

The multi-agency team participated in a series of partnering sessions to establish a common understanding and commitment to the collaborative process of the project. During this series of meetings, the team defined the project scope for the 5-year project and 25-year City vision, and established decision-making protocols.



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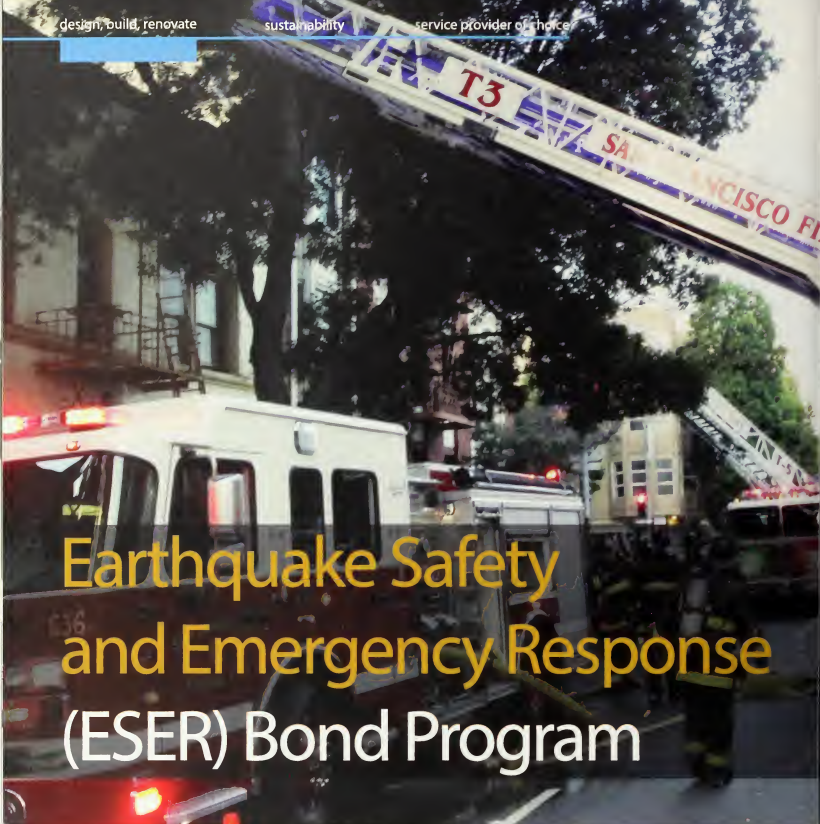
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Earthquake Safety and Emergency Response (ESER) Bond Program

Projects under the bond

- Seismic strengthening and facility renewal of selected fire stations (\$73.2 million)
- New Public Safety Building (\$243 million)
- Seismic strengthening of selected facilities of the San Francisco Public Utilities Commission's Emergency Firefighting Water System

(\$104.2 million)

Budget

\$420.4 million bond approved by voters in 2010

We oversee a comprehensive program to enhance earthquake safety and emergency response by ensuring that police and fire

facilities and infrastructure are not compromised after a major earthquake or other disaster. The ESER bond program is part of the funding plan for the City's Justice Facilities Improvement Program, which defines a strategic approach to replace the seismically deficient Hall of Justice, located at 850 Bryant Street. Implementation



for the highest level of health, safety and welfare achievable for all San Franciscans. ESER 2010 focused on three areas for improvements: the Public Safety Building, neighborhood fire stations and the emergency firefighting water system.

Planning, design and construction work continued on 23 of the City's fire stations, including roof repair, painting and refurbishing, mechanical and general facilities upgrades, comprehensive renovations and larger-scale seismic projects.

The topping out of the Public Safety Building in Mission Bay was celebrated in April 2013 and is scheduled for completion in 2014. Significant system-improvement work is under way for the emergency firefighting water system, for which the San Francisco Public Utilities Commission is responsible and Public Works oversees financially. Approximately 30 new cisterns are being constructed, with plans to improve or build two dozen more. Nine pipeline and tunnel projects have begun, as well as construction on core facilities, including the Twin Peaks Reservoir, Ashbury Heights Tank, Jones Street Tank and Pump Stations 1 and 2.

of the Justice Facilities Improvement Program relies on funding provided over many years by a combination of general obligation bonds and the City's general fund.

The \$420.4 million ESER 2010 bond, approved by 79 percent of San Francisco voters, represented the first phase of funding for improvements to essential public safety facilities and a wide range of projects to seismically upgrade the City's aging infrastructure and enhance emergency response

**Location**

Third and Mission Rock streets

Schedule

Opening: November 2014

Budget

\$243 million, funded by Earthquake Safety and Emergency Response Bond approved by City voters in 2010

Project Team

Public Works
HOK in association with Mark Cavagnero Associates
SF Fire Department
SF Police Department

Contractor

Charles Pankow Builder

Green Building LEED Gold

Public Works is managing the construction of the Public Safety Building which will provide a new venue for the Police Department headquarters, and includes the relocation of the Southern District police station and construction of a new Mission Bay fire station. Both the police headquarters and the Southern District station



re located at the Hall of Justice, 850 Bryant St. This facility is more than 50 years old and does not meet current seismic codes. In the event of a major earthquake, the building is not expected to remain operational. The Public Safety Building is part of a larger strategy to relocate all functions out of the Hall of Justice.

The Public Safety Building is designed by HOK and Mark Cavagnero Associates. Our architects are responsible for programming, planning and

interior design services for the police headquarters office space, Fire Station 4 and the police station, as well as the rehabilitation of the adjacent historic Fire Station 30 that will serve as a multipurpose facility for the Fire Department and the community.

Construction began in December 2011 and a topping out ceremony was held on April 18, 2013 to celebrate the completion of the structural steel erection. Installation of architectural concrete walls began in May 2013, in preparation for the installation of the exterior curtain wall.



San Francisco General Hospital

Location

Potrero Avenue
between 22nd and 23rd streets

Schedule

- 2012: Structural steel
- 2013: Exterior enclosure
- 2014: Interior build-out and licensing
- 2015: Complete interior build-out and final site improvements
- 2015: Target opening

Budget

\$887.4 million in Proposition A
general obligation bonds, passed
by City voters in 2008

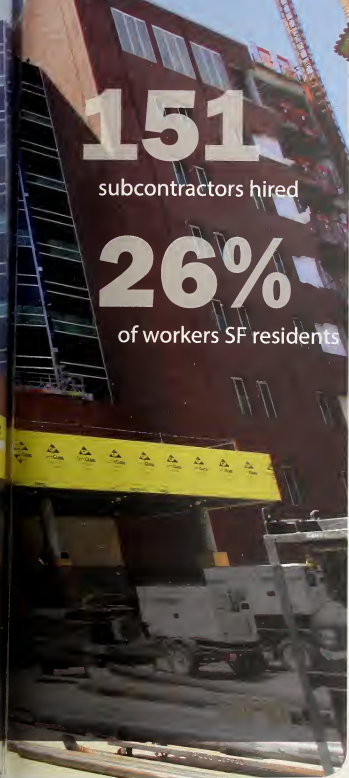
Project Team

Public Works
Department of Public Health
Fong and Chan Architects
Robert La Rocca and Associates
Brio Engineering Associates
ARUP

Gayner Engineers
FW Engineers

Contractor
Webcor Builders

Green Building
LEED Gold



151

subcontractors hired

26%

of workers SF residents



incorporated into the design to allow the structure to move 30 inches in any direction. Last year, we completed the building's exterior and began the interior with wall framing and drywall; installation of major mechanical, electrical, plumbing and fire protection building systems; and weatherproofing. All state-issued hospital building permits have been secured, allowing major medical equipment to be installed.

Job creation has been one of the project's major accomplishments. Working with the general contractor Webcor Builders, more than 151 Local Business Enterprise (LBE) subcontractors have been hired and more than \$62.8 million awarded to LBE contractors, consultants, vendors and suppliers. As of June 2013, the project is tracking 26 percent for San Francisco resident local hiring. In addition, 129 affiliates with the CityBuild employment program, of which 29 are CityBuild Academy graduates, have been placed onto the project in various trades, including cement masons, laborers, carpenters, glaziers and iron workers.

Our project management team is overseeing the design and construction of the San Francisco General Hospital Rebuild Program on behalf of the Department of Public Health. The program includes the construction of a new state-of-the-art, 284-inpatient bed, nine-story acute care facility to replace the existing hospital that does not meet current seismic standards. To ensure that the hospital will remain operational in the event of a major earthquake, base isolators have been



Cruise ship terminal at Pier 27

Location

Pier 27 at Battery Street on The Embarcadero

Schedule

Phase I

Completion: February 2013

Phase II

Completion: July 2014

Budget

Phase I: \$67 million

Phase II: \$43 million

Project Team

Public Works

Port of San Francisco

Turner Construction Co.

KMD/Pfau Long JV Architects

Contractor

Turner Construction Co.

Green Building

LEED Silver



The Phase I project, managed by Public Works called for the demolition of the existing Pier 27 maritime shed, opening up the site for construction of an approximately 88,000 square-foot, two-level cruise terminal and the Northeast Wharf Plaza. The proposed size of the terminal was defined as optimal to serve current and anticipated ship-berthing requirements and passenger flows. Passengers departing and arriving in San Francisco will pass through the



terminal, which will house ticket, baggage, customs, border-protection and security operations. Working within a tight schedule, we met our goal of completing Phase I in time for the America's Cup festivities.

During Phase II, the cruise terminal improvements will include installation of new maritime equipment, including a mobile overhead gangway for boarding passengers along the Pier 27 apron. The cruise ship shore-side power infrastructure will be in place to provide electricity to power the ship while in berth, allowing cruise ships to cease running their on-board engines.

The paved triangular, 3-acre area between Piers 27 and 29, or "the valley," is proposed as the ground transportation area for vehicle access at the cruise terminal. The proposed Northeast Wharf Plaza will provide 2.5 acres of open space at the western end of Pier 27 to support recreation and provide views of San Francisco Bay.



Bayview Branch Library

Location

5075 Third Street

Schedule

Opened February 2013

Budget

\$13.5 million, funded by the City voter-approved 2000 Branch Library Improvement Program bond

Project Team

Public Works
San Francisco Public Library
THA Architecture
Karin Payson A+D
Arts Commission

Contractor

KCK Builders

Green Building LEED Gold

The Bayview Branch Library is the 23rd completed project in the bond-funded program managed by Public Works.

The new, seismically safe and accessible 9,000 square-foot library features a designated teen area, a children's area with interactive learning spaces, an expanded collection of books and materials



with a large Chinese-language collection, more public computers, two quiet study rooms, an interior courtyard and a meeting room with after-hours access for community meetings and events. Environmental features include solar panels, two living roof gardens and an innovative air-circulation system.

The project required that at least 30 percent of the construction companies and trades building the new branch were certified as Local

Business Enterprises (LBE). The City far exceeded that threshold, with more than 68 percent LBE participation – surpassing all other similar projects.

A key feature of the new library building is a display of photograms created by artist and Bayview resident Ron Saunders. In addition, the building façade features 10 glass panels that depict images from historic photographs of the people and places from the Bayview neighborhood.



Lafayette Park

Location

11.5 acres bordered by Gough, Laguna, Washington and Sacramento streets

Schedule

Opened June 2013

Budget

\$10.2 million, funded by the City

voter-approved 2008 Clean and Safe Neighborhood Parks bond

Project Team

Public Works
Recreation and Park Department
Arts Commission
Jeff Miller (playground consultant)

Contractor

Bauman Landscape and Construction, Inc.

Lafayette Park extends four city blocks in the Pacific Heights neighborhood with views of Twin Peaks and Alcatraz. While the existing site offered stunning



views and extensive paths, the park features were limited. Our goal was not only to renovate the basic infrastructure, but also expand park amenities to provide greater public use and enjoyment.

The new park, designed by Public Works, includes an accessible path to unite major



program areas. It starts at the children's playground, picnic and restroom areas, rises to a seating area with views toward Twin Peaks, then winds toward two tennis courts and a dog play area, and culminates in a meadow with an amphitheater space. At the summit of the park with a view of Alcatraz and the San Francisco Bay, there is

a new picnic area and a nestled maintenance building.

An additional goal of the Lafayette Park project was to reduce lawn and introduce new plantings and habitat. The design, in combination with a new irrigation system, reduced water use and met new water-conservation guidelines.



Fulton Playground and Clubhouse

Location

855 27th Avenue

Schedule

Opened October 2012

Budget

\$3.15 million construction, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

Project Team

Public Works
Recreation and Park Department
Arts Commission

Contractor

CLW Builder Inc.

Green Building

LEED exempt; however sustainable and green design strategies were incorporated including energy efficient electrical and mechanical systems, and use of green and sustainable materials

Fulton Playground is located in the Outer Richmond neighborhood. The playground and the historically significant

William Merchant-designed clubhouse were redesigned and renovated by Public Works to meet the Recreation and Park Department's programmatic and operational needs and the demands of the park users. The outdoor play areas and courts were redesigned to comply with accessibility and modern play structure codes. The location of the play areas, tennis court and basketball court was configured to improve staff supervision, and new covered-seating areas provide parents and guardians a place to relax while their children



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play. The historic 1,913 square-foot clubhouse was seismically improved with a new deep foundation system and shear walls.

The project is unique in that the entire clubhouse was lifted and moved to allow for the installation of the new foundation system, and was later returned to its original location.

Much of the main clubroom and director's office original wood paneling were retained, preserving the original character of the 1938 building.



Cayuga Playground and Clubhouse

Location

301 Naglee Avenue

Schedule

Opened August 2013

Budget

\$6 million construction, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

Project Team

Public Works
Recreation and Park Department
Arts Commission

Contractor

CDX Builders

Green Building

This project was LEED exempt; however, significant sustainable

and green design strategies were implemented including incorporation of a living roof over the clubhouse multi-purpose room, natural daylighting, cross ventilation, energy efficient electrical and mechanical systems, and stormwater management and diversion.



clubhouse

Cayuga Playground is a 4-acre park located in the Outer Mission neighborhood. The park is unique in that it houses a vast collection of wooden folk art sculptures carved by former park gardener Demetrio Bracerós.

The Cayuga Playground and Clubhouse project, designed by Public Works, addressed many of the park's problems, including vandalism, vagrancy, flooding of the athletic field, infrastructure deficiencies,

and nonconformance with playground, building and access codes.

A contemporary 3,400 square-foot clubhouse replaced the former 1950s-era clubhouse. A new accessible children's playground and expanded outdoor patio replaced the



outdated play area. The outdoor tennis courts were completely redone and located in the area of the park that allows for improved supervision by staff. The restored gardens and sculptures have re-established Cayuga Playground as one of the most colorful and unique neighborhood parks.



Sunset Playground

Location

2225 Lawton Street

Schedule

Opened November 2012

Budget

\$14 million, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

Project Team

Public Works
Recreation and Park Department
Arts Commission

Green Building

Designed for LEED Silver certification

Contractor

CLW Builders Inc.

Sunset Playground, designed by Public Works, is a 4-acre park that occupies a full city block between 28th and 29th avenues. In addition to a recreation center, the site has two tennis courts, basketball court, a baseball field and children's play area. Part of the surrounding fencing is topped by metal sculpture work, reminiscent

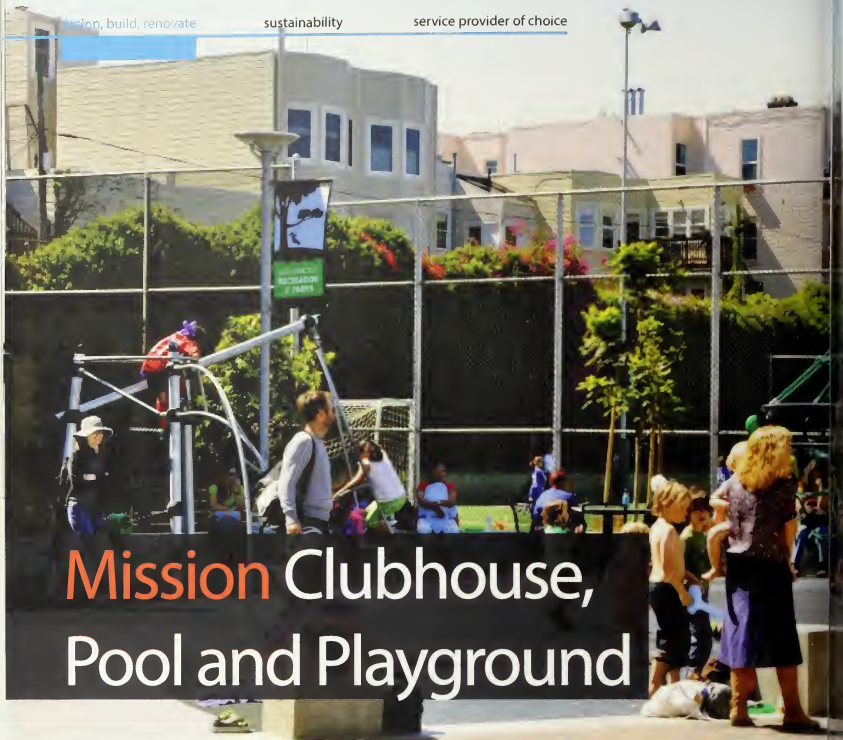


of wind and fog, by noted Bay Area artist Brian Tedrick. The recreation center contains a large gymnasium with retractable bleachers and a pingpong/exercise room. The clubhouse portion of the recreation center has a large community room, an office, a kitchen, bathrooms, and multi-purpose room.

The project scope included the

repair and renovation of the recreation center; new children's play area; new athletic field and courts; pathways; upgrades to the irrigation and lighting systems; modifications to the site to remove barriers and improve accessibility; and overall reconditioning of the park landscape.

Green features include rooftop solar collectors and a rain garden.



Mission Clubhouse, Pool and Playground

Location

3555 19th Street

Schedule

Completed July 2013

Budget

\$7.5 million, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

Project Team

Public Works
Recreation and Park Department

Contractors

FineLine Construction, Inc
Azul Works Construction
Yerba Buena Construction

Located in the heart of the Mission District, our design work included the renovation and seismic retrofit of the existing clubhouse and pool buildings, and renovation of the existing playground.

The clubhouse renovation

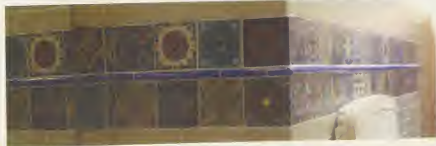
included a reconfiguration; accessibility, mechanical, plumbing and electrical upgrades; and seismic retrofit

The pool building renovation included accessibility, mechanical and plumbing system upgrades; new pool deck and pool shell finish; and seismic retrofits.

The playground renovation and site work included



renovating the existing park space adjacent to Valencia Street; providing an accessible path of travel around the existing playground structures; providing sports court and pedestrian path resurfacing; adding a water play feature, fencing, planting and irrigation, a synthetic turf soccer field, furnishings (benches, picnic tables and shade structures); and improving lighting and drainage.





Cabrillo Playground and Clubhouse

Location

851 38th Avenue

Schedule

Opened August 2013

Budget

\$4.5 million, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

Project Team

Public Works
Recreation and Park Department
Arts Commission

Contractor

CM Construction

The Cabrillo Playground and Clubhouse project, designed by Public Works, included the renovation of the 1,234 square-foot clubhouse, a tennis

court, two basketball courts and children's play areas. The clubhouse renovation includes seismic and accessibility upgrades; a new kitchen; upgraded building systems; restored woodwork, windows and ceilings; and new period light fixtures. The playground, which is now 1 1/2 times larger than before, is designed around a pirate theme and has two distinct play areas for children of different ages.



other completed projects



Buena Vista Park

This project improved an existing, but run-down area of lawn at the base of the southeast slope of Buena Vista Park – San Francisco’s oldest park. A larger capital improvement project completed in 2009 renovated a large area of the southeast park slope. The lawn project originally was part of the larger improvement phase, but wasn’t included due to budget constraints.

The existing semi-circular lawn area was renovated with construction of a retaining wall at the base of the hillside; a new paved, accessible path leading to three new benches at the back of the lawn; turf restoration; and a large area of overgrown upper slope was restored with new native California plantings and erosion-control measures.



San Francisco Office of AIDS

The San Francisco Office of AIDS renovation project consisted of interior renovation and tenant-improvement work on multiple floors of the Department of Public Health building at 25 Van Ness Ave. The building is an ornate and historically significant, seven-story neoclassical structure constructed in 1911. Due to the rapid growth of the AIDS office in recent years, the existing facilities no longer were able to accommodate the various research and program activities.

The renovation project reprogrammed and redesigned the existing facilities and expanded the AIDS office to the unoccupied first floor. The first floor expansion added 9,100 square feet of new clinical exam, interview and counseling rooms; additional chart storage; and administrative offices and related support spaces. The first floor tenant improvement was awarded LEED Silver certification for its numerous sustainability features and green materials.

Renovation on the third, fifth and sixth floors provided new community meeting rooms; upgraded exam rooms; relocation of the registry area to optimize storage and access; and improved offices and workspaces for staff and trainees to enhance productivity and efficiency.



Brannan Street Wharf

Located on The Embarcadero between Piers 30-32 and Pier 38, the Brannan Street Wharf is a new 57,000 square-foot, wedge-shaped public park over the water.

The project required the demolition of historic Pier 36, a pier shed and platform that had been condemned due to structural deterioration.

Major project components included a 400-foot-long lawn area, a waterside walkway with seating, a shade structure and a small-craft floating dock for kayaks and recreational water vessels. The design recalls its San Francisco waterfront history by retaining the shape of Pier 38 in its original location and through interpretive exhibits. The wharf is designed to be mostly flat with the lawn contained in a raised planter of about 18 inches in height and surrounded by a wall for sitting. The openness of the site is intended to orient the wharf both toward the Bay and the adjacent neighborhood.

Work included construction of the new pile-supported public open space wharf, modification of portions of the existing promenade and repairs to the existing bulkhead seawall.



Pier 43 1/2 Promenade

The new promenade extends The Embarcadero Promenade from Powell Street to Taylor Street, 880 feet into the heart of Fisherman's Wharf, and features views of the Bay, the historic Pier 43 ferry arch and Alcatraz. The \$10 million renovation project, funded in part by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond, included removing the piers and sidewalk up to the seawall, repairing the seawall, protecting the shoreline and building a new public promenade – enhancing the quality of the pedestrian experience and providing more usable open space. The promenade features tables, chairs and landscaping with views of Alcatraz and the ferry arch. The Promenade also closes a gap in the San Francisco Bay Trail.

This new public promenade will serve millions of visitors each year – allowing them to pause and enjoy the view.

Construction work included replacing the seawall and creating a new concrete promenade along the waterfront; adding benches and new lighting; removing the deteriorated timber wharf; installing concrete piles to support the new promenade structure; reconstructing 1,000 feet of existing roadway; and improving accessibility and public safety.

under construction



Palega Playground

Palega Playground, a Portola neighborhood favorite, offers the perfect balance of indoor and outdoor recreation space. This 80-year-old park and playground underwent a complete \$21 million makeover that includes a restored recreation center; new children's play areas and sports courts; new pathways; upgraded irrigation; lighting; and improved park accessibility. It reopened in November 2013.



North Beach Branch Library

The new library will be located at the corner of Lombard and Columbus streets and will be approximately 8,500 square feet on two levels. Highlights include separate adult, children and teen areas; a program room with after-hours access for community use; an expanded collection of books and materials; more public computers; fully accessible spaces; and an environmentally sensitive green building.

Plans for the library and adjacent park are the result of input from hundreds of residents who participated in publicly held master-planning meetings.

This is the last of 24 library projects managed by Public Works. The project broke ground in November 2012 and is scheduled to reopen in 2014.



Glen Canyon Park

Glen Canyon Park is a 66.6-acre recreation area located off of Elk Street and O'Shaughnessy Boulevard in the Glen Park neighborhood. The park is valued by local residents as a wildlife refuge in the City and offers visitors a 17,600 square-foot recreation center, including a gym, auditorium and offices; a two-story building used by Silver Tree Day Camp and Glenridge Co-op Nursery School; hiking trails and open space; two baseball fields; two tennis courts; and a playground. The canyon itself, one of the City's designated significant natural resource areas, has naturally forested slopes, native chert (rock) outcroppings and an abundance of wildflowers.

The improvement project will focus on a larger welcoming entry with a vehicular drop-off on Elk Street; a pedestrian path and landscaping; a new expanded children's playground; new tennis courts; and recreation center repairs and upgrades.

A photograph showing the interior of the War Memorial Veterans Building during a major renovation. The space is filled with a complex network of white metal scaffolding that reaches up to the ceiling. A large, ornate chandelier hangs from the ceiling. The walls are decorated with classical architectural elements, including columns and a large red and white striped curtain. The floor is covered with construction materials and debris.

War Memorial Veterans Building

The War Memorial Veterans Building, designed by Arthur Brown Jr., the architect of City Hall, was formally dedicated on Armistice Day, November 11, 1932. Since then, the building has been the site of numerous historic events, the most notable of which was the signing of the United Nations Charter in 1945. In 1989, the Loma Prieta earthquake caused damage at all levels of this historic building. The seismic assessment concluded that in a major earthquake, the structure would sustain significant damage and pose appreciable life-safety hazards to building occupants. In addition, the building has badly deteriorated building systems, comprised largely of the original 1932 equipment, including 80-year-old boilers. The seismic upgrade and improvements project provides the City with the opportunity to save and transform this underused civic asset into a vibrant and lively home for arts and veterans organizations. The \$96.5 million project is estimated to be completed in July 2015. All work will comply with the Federal Secretary of the Interior's Standards for the Treatment of Historic Properties.



Photo: Brian Wong



Wastewater Sewer Collection Division and Sewer System Improvement Program Office Building

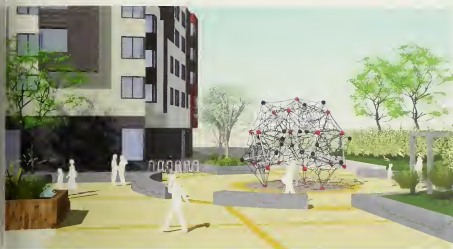
The San Francisco Public Utilities Commission purchased the property located at 1550 Evans Ave. in the fall of 2012 after considering other sites, including a new building to be built at the Griffith Yard Pump Station. There are two buildings on the site: a two-story office building and a warehouse. The existing office building will consolidate the Wastewater Sewer Collection Division and the Sewer System Improvement Program into one location. The project consists of improvements to an existing two-story, 32,600 square-foot, steel-framed office building and construction of a two-story, 6,000-square-foot, steel-framed addition.

We provided design services through the Conceptual Engineering Report phase on the Griffith Yard facility. We also assisted the San Francisco Public Utilities Commission on the due diligence studies associated with purchase of the property and provided architectural and engineering services for the existing building and addition.



Larsen Playground

The Larsen Playground Renovation Project's goal is to improve and expand upon the existing Larsen Playground located on the west side of the City at the corner of 19th Avenue and Vicente Street. The existing playground will be demolished and replaced with new play areas that are at least twice as large as the one there now. The new playground will feature a custom-designed airplane that will reference the iconic Navy jets (four different ones from the 1950s to 1990s) that used to occupy the lawn area. Growing up in the district, neighbors have fond memories of playing on an original jet plane and are happy to be bringing an essence of the former planes back to the new playground.



Municipal Transportation Agency Public Plaza

The plaza will be the first large open space of its kind in the Ingleside neighborhood. Located off Ocean Avenue at Delan Avenue, the public plaza will serve as the heart of the community, bringing together people from surrounding neighborhoods, City College of San Francisco, new family housing currently under construction on Ocean and nearby offices.

The elongated shape of the plaza will include seating, large open areas for multi-purpose use, special and unique paving, landscaping and lighting. The community also is excited about the north end of the plaza where a 14-foot tall climbing sculptural element is proposed.



Moscone Expansion Project

The Moscone Center – San Francisco's primary convention, exhibit and meeting facility – consists of three components that were developed over the last 30 years. They encompass more than 2 million square feet of building area that includes more than 700,000 square feet of exhibit space, up to 106 meeting rooms and nearly 123,000 square feet of lobbies. As the City and the convention industry continue to grow, the Moscone Expansion Project plans to meet that need by expanding exhibition space and

increasing the amount of flexible meeting and ballroom spaces. The project also contemplates a number of urban design and streetscape elements to improve Moscone's connection to the surrounding Yerba Buena neighborhood and to make travel safer and more convenient for cyclists and pedestrians.

As project manager, Public Works plans to maintain convention operations throughout this entire process and follow a strict construction timeline.



Fire Station 16

Fire Station 16, built in 1930, is located at 2251 Greenwich St., in the Cow Hollow neighborhood. As a part of the 2010 Earthquake Safety and Emergency Response Bond program, the station will be torn down and rebuilt to be seismically safe.

A new station using the same footprint has been reorganized to comply with current code and the San Francisco Fire Department's programmatic and operational needs for a modern firefighting facility.

The station also includes adding new communications technology, upgrading the antiquated systems in existence since the original station was built. Also new to this station will be the "Dormette" model – individual sleeping rooms and bathrooms that will replace the dorm arrangement and make more efficient use of space by eliminating the need for separate spaces for men and women.



Joe DiMaggio Playground

By relocating the new North Beach Branch Library to a former parking lot known as "the Triangle" and closing off the adjacent portion of Mason Street, additional open space became available to build and expand the Joe DiMaggio Playground. Plans include enhanced children's play areas, access improvements, new pathways, seating and landscaping.



San Francisco Public Library Teen Center

The new Teen Center for the Main Library will provide a digital learning lab to increase the skills and knowledge of digital media and technology that are not typically available to youth. The Teen Center will offer multiple spaces designed for creativity and performance while promoting learning and the exploration of new technology.

Public Works' Building Design and Construction worked closely with a group of young students, through a series of design charrettes, to help determine the requirements of the space and to choose the conceptual design. The youth also are involved throughout the design process to ensure the space fits the current needs of teens. The Teen Center will provide a series of spaces to allow for both digital and artistic development. The center will include sound and video recording studios and also will provide inspiring places for study and research while promoting group interaction. The design will provide an open and flexible layout to allow for variation and adjustments for future use and technologies.



Rossi Playground restroom

The project replaces the existing restroom building located at the Rossi Annex, a mid-block property, located off Edwards Street and across the street from the Rossi Playground. The new restroom is a traditional prototype design approved by the Recreation and Park Department to be the standard restroom building for its properties. The new restroom will be accessible from the street via a new path. Other site improvements include replacing the existing chain-link fence with a new ornamental fence.



Sunol Yard and Alameda Creek Watershed Center

Public Works is designing new environmentally friendly buildings and site improvements at the San Francisco Public Utilities Commission Sunol Yard in the East Bay.

The Sunol Yard Improvements will include construction of new buildings, replacement of most of the existing buildings and site improvements throughout the yard. New buildings and structures include an administration building, three shop buildings, four covered storage structures and a canopy for above-ground fuel tanks.

Temple Road improvements will include new paving, landscaping and restoration of the main entrance gate between Temple Road and Highway 84.

The Alameda Creek Watershed Center will be a new facility located near the Sunol Water Temple to serve the community and water temple visitors. It will consist of buildings with exhibit spaces, conference areas, classrooms and Alameda Creek Watershed Center offices.

sustainable City facilities



Solar panel installation - Alvarado Elementary School

Last year, the Bureau of Building Repair installed 180 solar panels on the rooftop of Alvarado Elementary School in Noe Valley. The panels are the first to be designed, installed and owned by City agencies.

The San Francisco Public Utilities Commission designed the panels and estimates they will generate up to 50 kilowatts per day and fulfill about 40 percent of the school's power demands.

The Alvarado project, which went online in November 2012, is the first of many installations planned for the City's schools.



Civic Center Sustainable Project

The San Francisco Public Utilities Commission received a grant from the U.S. Environmental Protection Agency for the Civic Center Sustainable Project to evaluate opportunities for the sustainable management of water, wastewater and stormwater in the Civic Center district.

Last year Public Works retrofitted many plumbing fixtures in some of the district's iconic buildings. The project resulted in immediate water and wastewater savings with the replacement of nearly 600 old and inefficient toilets and urinals in six Civic Center buildings, including City Hall, the Department of Public Health, War Memorial Opera House, Davies Symphony Hall and Bill Graham Civic Auditorium.

service provider of choice

Public Works strives to be the service provider of choice for City and County of San Francisco agencies by determining what our clients want and then delivering the projects and services that meet or exceed expectations on quality, schedule and budget.

The following projects are a few examples of our partnerships with sister agencies.



Sunset Boulevard signals

Municipal Transportation Agency

To improve pedestrian safety on Sunset Boulevard, the Municipal Transportation Agency allocated federal Highway Improvement Safety Improvement Program and local Proposition K sales tax funding to have Public Works add pedestrian countdown signals at four key intersections. We also bolstered safety by installing large 12-foot traffic signals on separate poles to make them more visible to drivers. Additional intersections will be improved to complete the Sunset corridor.



Folsom and Russ streets signals

Office of Community Investment and Infrastructure

With the support of local neighborhood organizations and schools, Public Works installed new traffic signals at the intersection of Folsom and Russ streets. The new signalized crossing provides pedestrians safer crossing to a neighborhood park across a busy intersection. In addition, streetlights were added to improve safety and visibility.



Street and Masonic Avenue signals
Municipal Transportation Agency

Public Works installed a red light camera system and a new mast arm signal at Fell Street and Masonic Avenue in response to the high number of collisions occurring between cyclists using the popular Panhandle bike path and westbound vehicles making illegal left turns onto Masonic Avenue.



Wastewater Enterprise facility security
San Francisco Public Utilities Commission

To ensure the safety of plant personnel and proper operation of essential water management facilities, Public Works will upgrade the digital video management and access control management systems at the Southeast Water Pollution Control Plant at 750 Phelps St., the Oceanside Water Pollution Control Plant at 3500 Great Highway, and the Westside Pump Station at 3000 Great Highway. The project began in September 2012 with expected completion in December 2013.

Security system upgrades will replace security gate operating mechanisms, replace or install access card readers with controllers and security cameras and install perimeter fencing and gates.

The new security equipment, combined with the expansion of network management servers, will allow personnel to monitor and protect the facilities from the central control room or a remote site. The new communications network is a necessary upgrade, making use of fiber optic cables and a backup wireless network to provide more reliability and flexibility.





Deliver world-class public service

Retain, develop and recruit a capable, motivated and diverse workforce

Embrace organizational efficiency and innovation

Communicate effectively

Public Works Week

Public Works Week, in May 2013, was packed with activities. From introducing students to the world of engineering to recognizing our dedicated staff for decades of service, Public Works Week demonstrated and educated the public about the great work we do for San Francisco everyday.



Food, fun, and fiddling:

Public Works picnic

We were at Youngblood-Coleman Playground for our annual Public Works picnic with family and friends, eating great food, playing sports and hanging out!



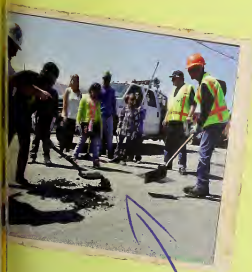
Public Works project tours

Tours showcased the best of Public Works, including behind-the-scenes looks at the new Public Safety Building, the SF General Hospital rebuild and more. We also hosted a parklet bicycle tour with the Planning Department.



Building our future: architecture and engineering open house

The design and construction offices hosted 100 fourth- and fifth-grade students and taught them about the City's public buildings and infrastructure through hands-on design projects, demonstrations and other fun activities.



Creating jobs, crafting futures: operations open house

This year, the operations yard opened its gates to people interested in careers with Public Works by holding an event for young women and men to learn about the skills needed and the paths to be taken for careers in the crafts trades.



Celebrating our own: awards and pin ceremony

The annual employee recognition awards and anniversary pin ceremony was held at City Hall's south light court to congratulate the more than 150 employees who have reached a milestone in their careers at Public Works.



Making progress: Strategic Plan update

We held our spring Strategic Plan update where the champions of the strategic goals gave a "show and tell" of how we measured up to the benchmarks that we set for ourselves.

DPW University

Launched during the fiscal year, DPW University's goal is to provide Public Works employees core-competency courses that bolster professional development, create a common understanding of Public Works business practices and policies, strengthen a results-driven culture and retain a motivated and diverse workforce to better serve our government partners and the public.

Fiscal Year 2012-13 courses

1. General Conditions and Contract Administration
2. Change Orders
3. Basic Scheduling, Delay Claims and Constructive Acceleration
4. How to Communicate Design Ideas Effectively to Clients
5. Understanding and Leading an Ethical Project Team and Performing Efficient and Effective Constructibility Reviews

"DPW University is our commitment to giving our employees the tools they need to grow professionally, remain competitive in the industry and better serve the public. It provides cutting-edge training and skill development for our workforce to succeed."

- Director Mohammed Nuru



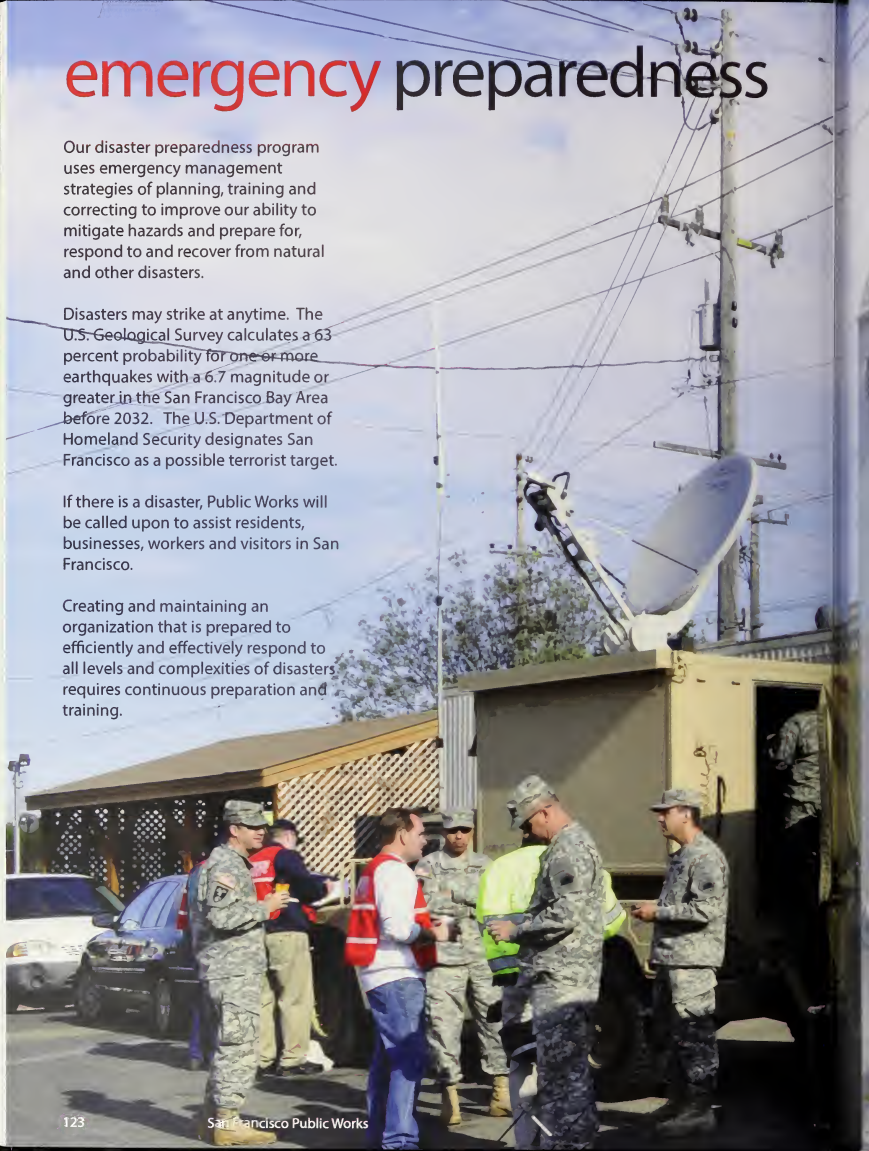
emergency preparedness

Our disaster preparedness program uses emergency management strategies of planning, training and correcting to improve our ability to mitigate hazards and prepare for, respond to and recover from natural and other disasters.

Disasters may strike at anytime. The U.S. Geological Survey calculates a 63 percent probability for one or more earthquakes with a 6.7 magnitude or greater in the San Francisco Bay Area before 2032. The U.S. Department of Homeland Security designates San Francisco as a possible terrorist target.

If there is a disaster, Public Works will be called upon to assist residents, businesses, workers and visitors in San Francisco.

Creating and maintaining an organization that is prepared to efficiently and effectively respond to all levels and complexities of disasters requires continuous preparation and training.



DEPARTMENT OF PUBLIC WORKS

681666

Mobile command van (Photo: Rafael Ramirez)

CALIFORNIA
E 452682



Fiscal Year 2012-13 accomplishments

Last year, we prepared all employees to carry out their emergency response responsibilities by:

- assigning our employees to emergency response teams and reporting locations
- modifying our organizational chart to include the emergency response assignment of each position and work unit
- conducting our Department Operations Center (DOC) group activation and reporting drill with the California ShakeOut exercise
- completing National Incident Management System trainings
- conducting two DOC

functional exercises: one with the Department of Defense on road clearance and another involving Public Works DOC command and general staff coordinating radio training with Cal Guard and other City agencies

- Activating the DOC for five events: Giants World Series parade and post-parade rally, Fleet Week, America's Cup, New Year's Eve and Bay to Breakers
- supporting the activation of the City Emergency Operations Center (EOC) on seven occasions

We enhanced department policies and procedures by:

- publishing and conducting training on the Post Disaster

Safety Assessment Guide. The guide was adopted by the City Administrator and 14 City agencies, including the Department of Emergency Management

- providing radio room training on new update procedures which include text message
- updating and posting DOC activation manual for staff

We improved our capacity to prevent, mitigate, protect against, respond to and recover from all types of emergency events by:

- adding mobile command van from the Department of Building Inspection to our fleet
- upgrading the communication van with the ability to patch into fire, police and other radio systems

training

Public Works staff completed more than 21,000 hours of training for 1,137 employees, with 58 percent completing 10 or more hours.

In addition, the General Services Agency offered the Employee Enrichment Workshop, where 203 employees learned how to communicate effectively and responsively to provide the best service.

Students learned to listen effectively, deliver bad news, put themselves in other people's shoes, resolve conflict and manage stress.

21,000

hours of training completed

58%

of employees completed 10
hours or more of training

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Public Works promotes workplace health and safety through education and consultation. Our Safety Action Plan continuously improves the safety program and reduces injury, illness and motor vehicle accident rates, with the goal of achieving an injury- and accident-free workplace. We achieved a 5 percent reduction in recordable injuries and lost workdays over the year.

Wellness

Last year, we held the fifth annual Health Fair to increase and promote health awareness through education and prevention and to provide staff

with fun physical activities, such as rock climbing, tricycle racing and pingpong.

The Health Fair also provided immunizations, blood pressure checks and medical screenings to our employees. In addition, a variety of information booths were available to help our employees learn more about the many health-related programs, services and providers located in our community.

Motor vehicle accident prevention

As part of the efforts to continue to reduce

motor vehicle accidents in Public Works, drivers received refresher behind-the-wheel, defensive-driving training. Monthly safety training highlighted the use of safety belts and distracted driving.

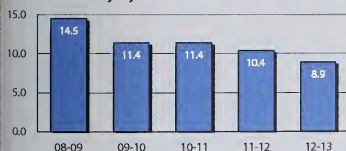
Terrance "Terry" Costello (right) has driven truck for Public Works for more than 16 years and has never been involved in a preventable accident.

Costello's extraordinary achievement was recognized by the National Safety Council, which honored him with the Safe Driver of the Year Award for the Pacific region in 2013.

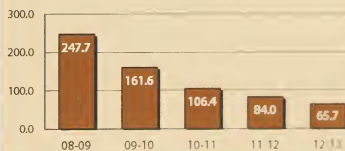


Fiscal Year 2012-13

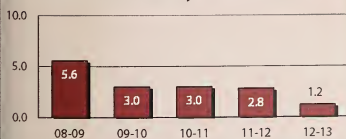
Injury and illnesses rates



Lost workday rates



Lost workday case rates



Preventable motor vehicle accidents rates



Injury and illnesses rate = number of recordable cases x 200,000 hours ÷ total staff hours worked during period

Lost workday case rate = number of lost work day cases x 200,000 ÷ hours total staff hours worked during period

Lost workday rate = number of calendar days lost x 200,000 hours ÷ hours total staff hours worked during period

Preventable motor vehicle accidents rate = number of preventable motor vehicle accidents x 100 ÷ vehicle count





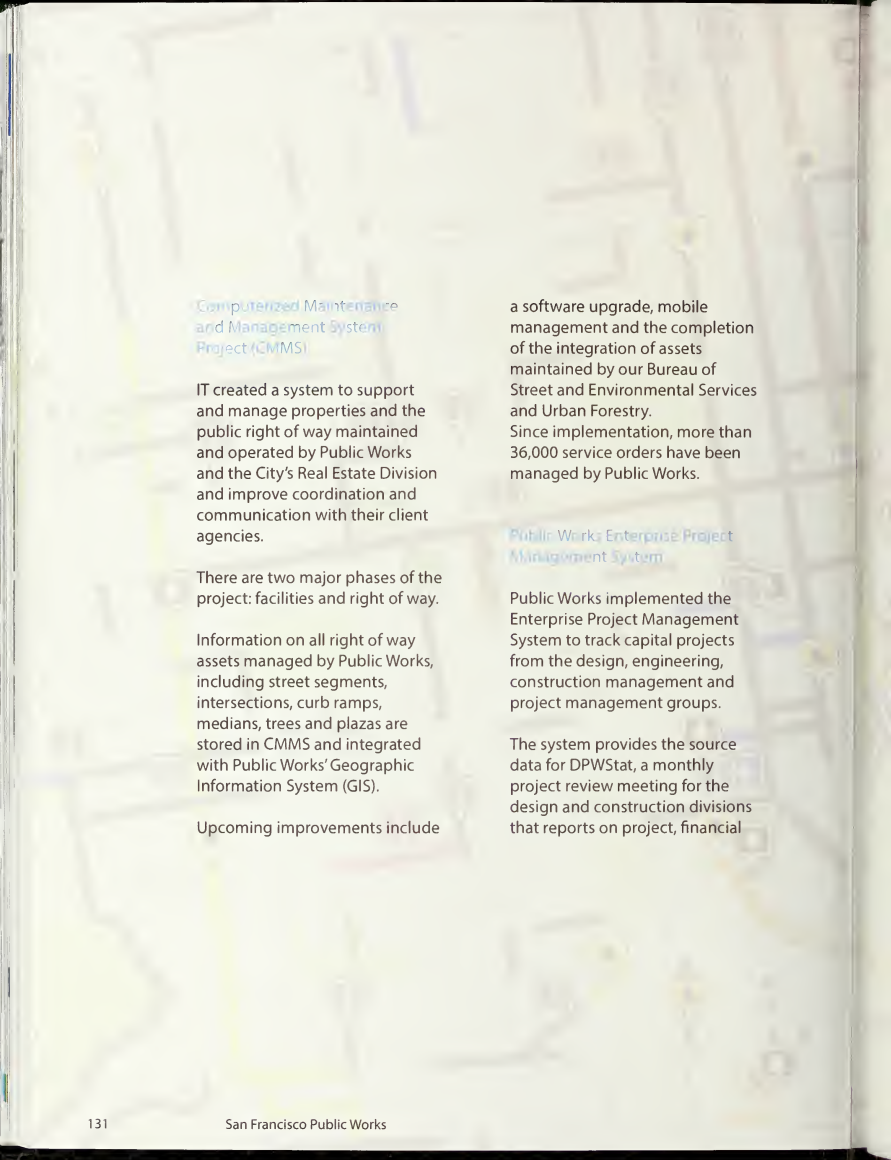
information technology

Help desk

The Public Works Information Technology (IT) help desk is a central point of support for our information technology infrastructure and applications. A team of eight IT technicians work to install hardware and software, reset passwords, resolve printing problems and troubleshoot problems with applications. There were 8,722 service requests last year.

8,722

help desk service requests

The background of the page is a faded, light-colored map of San Francisco, showing the city's street grid and geographical features like the bay and hills. The map is oriented with North at the top.

Computerized Maintenance and Management System Project (CMMS)

IT created a system to support and manage properties and the public right of way maintained and operated by Public Works and the City's Real Estate Division and improve coordination and communication with their client agencies.

There are two major phases of the project: facilities and right of way.

Information on all right of way assets managed by Public Works, including street segments, intersections, curb ramps, medians, trees and plazas are stored in CMMS and integrated with Public Works' Geographic Information System (GIS).

Upcoming improvements include

a software upgrade, mobile management and the completion of the integration of assets maintained by our Bureau of Street and Environmental Services and Urban Forestry. Since implementation, more than 36,000 service orders have been managed by Public Works.

Public Works Enterprise Project Management System

Public Works implemented the Enterprise Project Management System to track capital projects from the design, engineering, construction management and project management groups.

The system provides the source data for DPWStat, a monthly project review meeting for the design and construction divisions that reports on project, financial

and schedule information to Public Works staff and client departments.

Envista

Public Works launched Envista in April 2013. The web-based program helps City departments, utilities and state agencies coordinate construction work on the City's streets to minimize costs and disruptions to the public. Information on special events, such as parades, foot races and community festivals, is included on Envista to reduce construction-related surprises.

A public version of Envista debuted to give residents and businesses real-time information on projects in their neighborhoods.

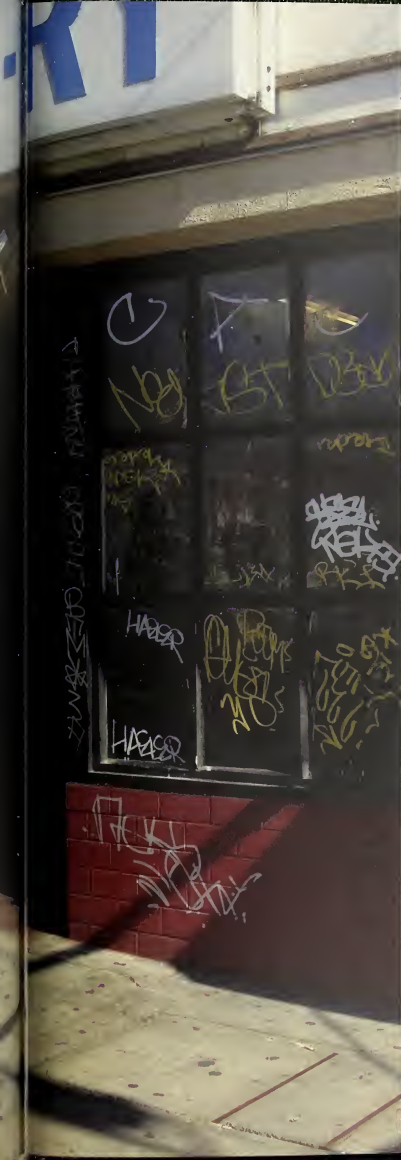
Business Impact Analysis Project

In Fiscal Year 2012-13, Public Works started the Business Impact Analysis project, a method for assessing disruptions to Public Works' key services and gathering information needed to develop recovery strategies to resume our core functions after an emergency. We looked at such areas as network connectivity, staffing, equipment, power supply, outside vendors and contractors. We also prioritized the steps needed to recover critical systems.

Wireless access for Public Works

IT installed wireless service at all Public Works locations, providing full Internet access for employees and limited access for guests and contractors.





tablets

Public Works implemented electronic tablets to collect field data, allowing inspectors to remain in the field longer to increase the number of inspections and reduce duplicate data entry and office time.

All Bureau of Street-use and Mapping inspectors are now using tablets. Productivity has more than doubled and new improvements have been made to streamline the process even further by grouping inspections within specified geographic locations. Data entry and access to data in the field also have contributed to productivity.

The graffiti unit has experienced as much as a threefold increase in productivity. Almost everything now can be completed and accessed in the field, such as data, complaints and pictures captured in initial and follow-up inspections.

In addition, the tablets provide tree inspectors full field access to their inspection cases and inspection history of each tree.

Infrastructure Design and Construction inspection staff are testing the tablets, allowing them remote access to documents and plans stored on the department's servers and providing remote connections to their desktops and terminal servers.

DPWStat

Since October 2010, department managers and line staff have used the performance management tool DPWStat to measure and monitor key operational activities with the goal of improving the timeliness, efficiency and quality of service delivered to the public and our clients. Budget, Finance and Performance Division staff created dashboards on performance using information from our data warehouse. At monthly department-wide meetings managers and supervisors presented dashboards and discussed bureau services, highlights and challenges.

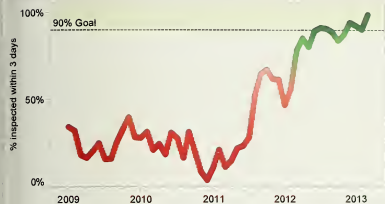
Last year, DPWStat added design and construction disciplines, and useful dashboards were created with data from the new Enterprise Project Management and Computerized Maintenance Management systems. This process helped the department reallocate resources and improve accountability of managers and line staff in achieving our mission.

DPWStat can help us solve problems. The tracking of our graffiti-response rates is a great example. DPWStat helped demonstrate the need to reorganize and shift graffiti unit resources. The response rate steadily climbed towards our goal of 90 percent, a level frequently surpassed throughout the past fiscal year. The service level goal for addressing graffiti on private property also was improved.

Graffiti Monthly Response

July 2009 - September 2013

Private Property



Public Property



Private Graffiti Volume Entered by Quarter





business services

With a diverse staff including managers, supervisors, professional accountants and financial and contract analysts, the Business Services Division (BSD) works with all Public Works divisions, the vendor community and client departments of the City.

BSD reviews and enters Public Works' accounting and purchasing transactions on the City's online accounting system; prepares grant and other agency billings; monitors job orders to ensure compliance with funding source guidelines; coordinates with granting agencies to prepare City departments for grant audits; provides administrative support for business systems; and prepares account reconciliations and financial reports. BSD is also responsible for contract

administration and compliance, which involve the development and administration of the competitive bidding processes for construction and professional services contracts.

Public Works' new website portal

In August 2012, BSD unveiled the new Contracts and Bid Opportunities website portal to make working with the City easier for local contractors. Since its launch, the portal has improved access to Public Works contract information and increased transparency along all stages of the contract process for local contractors and consultants.

Prompt-payment directive

In addition, the portal enables prime contractors and subcontractors to track the status of Public Works payments online – in real time. In June 2013, in compliance with the Mayor's Executive Directive 12-01 to improve the prompt-payment process for contractors, BSD implemented a payment system that sends an automated email notification to all listed subcontractors when the prime contractor is paid, enabling contractors to manage their finances and businesses much more effectively.

MyTime

Our workforce became even more productive, efficient and profitable this year with the launch of MyTime, our new web-based timekeeping system. Working in collaboration with Information Technology, BSD replaced the outdated system that had been utilized by Public Works for 18 years.

The MyTime system is designed to eliminate redundancies, increase speed, maintain a high level of security and reduce opportunities for timekeeping and payroll errors. It enables employees and managers to better collect, submit for approval and track time and attendance information online.

Because MyTime has a browser-based design, the program is very intuitive. The simpler interface and clearly tabbed sections make MyTime easy to understand and navigate – a big improvement over the former cumbersome system. It allows staff to concentrate less on tracking time and more on production and efficiency.

Workflow automation

With the migration of the Job Order Automation and ePayment systems to a web-based platform, we have improved processing times:

534

job orders processed with an average time of 0.5 days

718

payments processed with an average time of 3.95 days

4,693

purchase orders processed with an average time of 1.8 days



Contractors work on Jefferson Streetscape Improvement project (photo: Dave Navarette)



partnering

In the coming decade, San Francisco will be performing more than \$25 billion worth of construction projects. In order to deliver these projects on time, within budget and at the highest quality, we are changing the way we do business. Public Works convened contractor associations and five other City agencies to create a construction partnering program and in December 2012 Mayor Ed Lee codified our partnering recommendations through an executive directive. This partnering process, common across all City departments, will guide the City and our contractors to develop a more collaborative environment, establish clear lines of communication and encourage conflict resolution at the lowest management level. Through collaboration and cooperation we aim to deliver higher quality projects, reduce delays, increase job satisfaction and safety, and minimize claims.

project controls and services

Project Controls and Services (PCS) assists, augments and provides specialized services to the Building Design and Construction and the Infrastructure Design and Construction divisions. PCS is comprised of experienced architects, engineers, construction managers, inspectors, technicians, cost estimators and other professionals with a focus on buildings, infrastructure, institutional and transportation projects.

2,500,000

digital files are managed by
Project Controls and Services

Fiscal Year 2012-13 highlights

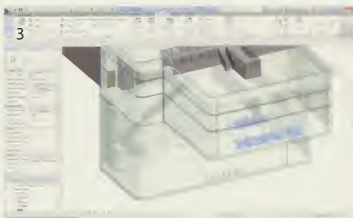
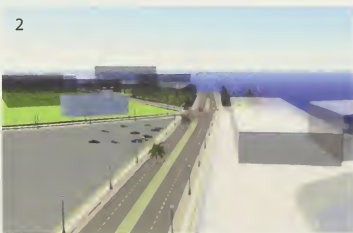
PCS team members archived, scanned, uploaded and indexed 82,181 digital files¹ for 754 projects last year.

They also demonstrated how AutoDESK tools can be used for efficiency and productivity at a project management training. Pictured right: rendering of North Shore Pump Station, created by InfraWorks².

PCS used AutoDESK Revit³ to develop 3-D and 4-D models of the existing Southeast Treatment Plant structures and distribution systems. By adding the fourth dimension of time, PCS was able to integrate operations and maintenance schedules and cycles into the models.

Public Works' own fully accredited Materials Testing Laboratory⁴ has been testing construction materials for various City projects since the early 1900s. The lab once was located in the basement of City Hall, occasionally filling its corridors with the sweet smell of sulfur, but was moved to its current location at 2099 Kearny St. in 1995 during the City Hall seismic retrofit project.

The Materials Testing Lab⁴ also is used by other City departments to perform quality assurance testing as required by federal, state and local specifications. Our technicians perform quality-assurance testing of asphalt, concrete, soils, aggregate and metals for projects from as far away as Sunol to the east and La Honda to the south.



communications and public affairs

Fiscal Year 2012-13 achievements

Community outreach

Public Affairs workers spent more time in the community, walking corridors to talk one-on-one with residents and business owners about streetscape and paving projects that may prove disruptive in the short run during construction but ultimately make the neighborhoods safer and more beautiful.



Strategic Plan

Restructured staff presentations to make them more lively and accessible and designed and published a booklet-style progress report with easy-to-understand graphics and a rich display of photos to showcase the Strategic Plan.



Newsletter

Increased publication of the employee newsletter from quarterly to monthly and updated the design to a dynamic online platform.



The mission of the Office of Communications and Public Affairs is to promote Public Works programs and projects and to provide accurate, timely and relevant information to residents, businesses, community groups, elected officials and other government agencies through traditional and social media, trade publications, flyers, brochures, community events, in-house publications and face-to-face meetings with our diverse constituency. We produce press conference and background briefings and respond to constituent inquiries.

Giant Sweep campaign

By far the biggest initiative of the Office of Communications and Public Affairs in Fiscal Year 2012-13 was the launch of Giant Sweep, a three-year anti-litter campaign in partnership with Mayor Ed Lee and the World Champion San Francisco Giants. The goal: create a culture of clean in San Francisco through public education and hands-on activities.

Press events, advertising and outreach at street fairs and other community gatherings take place regularly to keep Giant Sweep in the public eye.

Developed a motto: Join the Team.
Keep SF clean.

Created a logo: Sweepy

Branded Sweepy on billboards, bus shelters, posters, flyers, hats, t-shirts, magnets, pins and temporary tattoos

Produced background materials, briefings and talking points for the mayor and district supervisors, partner City agencies and private sponsors

Shaped content for website

Assisted in fund-raising and securing corporate sponsorships

Worked with the San Francisco Giants on script for public service announcement featuring Giants star outfielder Hunter Pence and messaging for stadium's electronic billboard



Giant Sweep ads line Muni boarding platform across from AT&T Park

How we get our message out:

1,200



Facebook fans
[facebook.com/sfdpw](https://www.facebook.com/sfdpw)

more than **5,000** tweets
and **8,900** followers
on Twitter
twitter.com/sfdpw



YouTube

Blogs

Trade publications

Radio

Fact sheets

Newsletters

Newspapers

One-on-one outreach

Instagram

Twitter

Community meetings

Weibo

Websites

Facebook

Television

Booklets

52 press releases



s conferences

launch of the **Giant Sweep** anti-litter campaign
 Topping out ceremony for the new Public Safety Building
 Work completed on the **Jefferson Street** streetscape project
Arbor Day tree planting
 Kickoff of **Community Clean Team 2013**

Public Works in the news:

- High-tech companies joining the department's **Giant Sweep** anti-litter campaign
- "Topping out" construction milestone for the City's new Public Safety Building
- Mayor plays pingpong on **Market Street** to activate the Mid-Market neighborhood
- Day in the life of a **street cleaning** crew in the gritty Mission
- Signature **Arbor Day** tree planted in honor of iconic San Francisco twin
- Crews work overnight to **repave Market Street**
- Beautification of the **Great Highway**
- 100th block paved under **Streets Bond** funding
- Public Works moves to new model of **street-tree care**
- Median improvements for busy 19th Avenue
- Great Highway **sand removal** never-ending task
- **Corridor worker** comes to aid of dying homeless man
- **Market Street** overhaul rethinks Mission too





Expand the San Francisco economy and lead in the creation of jobs for our residents

Provide training opportunities for San Francisco residents

Ensure San Francisco residents and businesses are employed
on Public Works contracts

Use Public Works resources to improve blighted areas
and spur economic development

Welder works on Public Safety Building while the San Francisco Giants play
in the background (Photo: Dave Navarette)

Public Works is proud to offer a growing number of apprenticeship programs that provide San Franciscans with a combination of on-the-job training and classroom instruction, which enable apprentice workers to learn both the practical and theoretical aspects of laborer and trade worker occupations. Apprenticeship programs were established to diversify the City's workforce and provide opportunity for those with limited work experience.

In accordance with Mayor Ed Lee's 17-Point Jobs Plan, the Public Works apprenticeship programs create opportunities for San Francisco residents to develop the discipline, knowledge and skills necessary to secure employment in both the public and private sectors.

apprenticeship programs

7501 Asphalt Worker Apprenticeship Program

The 7501 Asphalt Worker Apprenticeship Program (Asphalt Program) was established during Fiscal Year 2012-13 and is a sponsored by Public Works and Laborers Local 261.

Asphalt Program participants receive one year of on-the-job training. They assist journey-level asphalt laborers in removing old pavement material; preparing surfaces for repair; spreading compacting and smoothing hot asphalt and other road resurfacing applications in connection with street maintenance and repair projects; and operating an asphalt kettle and/or automatic emulsion spray rake and tool heater.

Currently, all asphalt program apprentices are performing well and are expected to successfully complete the asphalt program during Fiscal Year 2013-14.

7501 Environmental Service Worker Apprenticeship Program

The 7501 Environmental Service Worker Apprenticeship Program provides apprentices with on-the-job training and is a two-year program sponsored by Public Works and Laborers Local 261.

Apprentices assist laborer and gardener classifications in grounds maintenance and servicing, including the removal of graffiti and debris. In order to successfully complete the 7501 Program, apprentices are required to perform 3,000 on-the-job work hours and obtain technical training certifications from the Laborers Training and Retraining Trust Fund for Northern California.

In addition, apprentices are required to participate in support meetings, which focus on building soft skills (e.g., communication) and job skills (e.g., resume building and interviewing).

During Fiscal Year 2012-13, the 7501 Program had 35 participants, with 31 still active and on track to successfully complete the program.



3410 Gardener/Horticulture Worker Apprenticeship Program

The 3410 Gardener/Horticulture Worker Apprenticeship Program provides apprentices with on-the-job training. It is a three-year program sponsored by Public Works and Laborers Local 261.

Participants assist journey-level gardeners in the care of athletic fields, squares, parks, playgrounds, stadiums, thoroughfares, medians and other landscaped areas by performing planting, pruning and pest control; removing debris and litter; operating hand or power lawn mowers; and performing routine maintenance of tools and equipment.

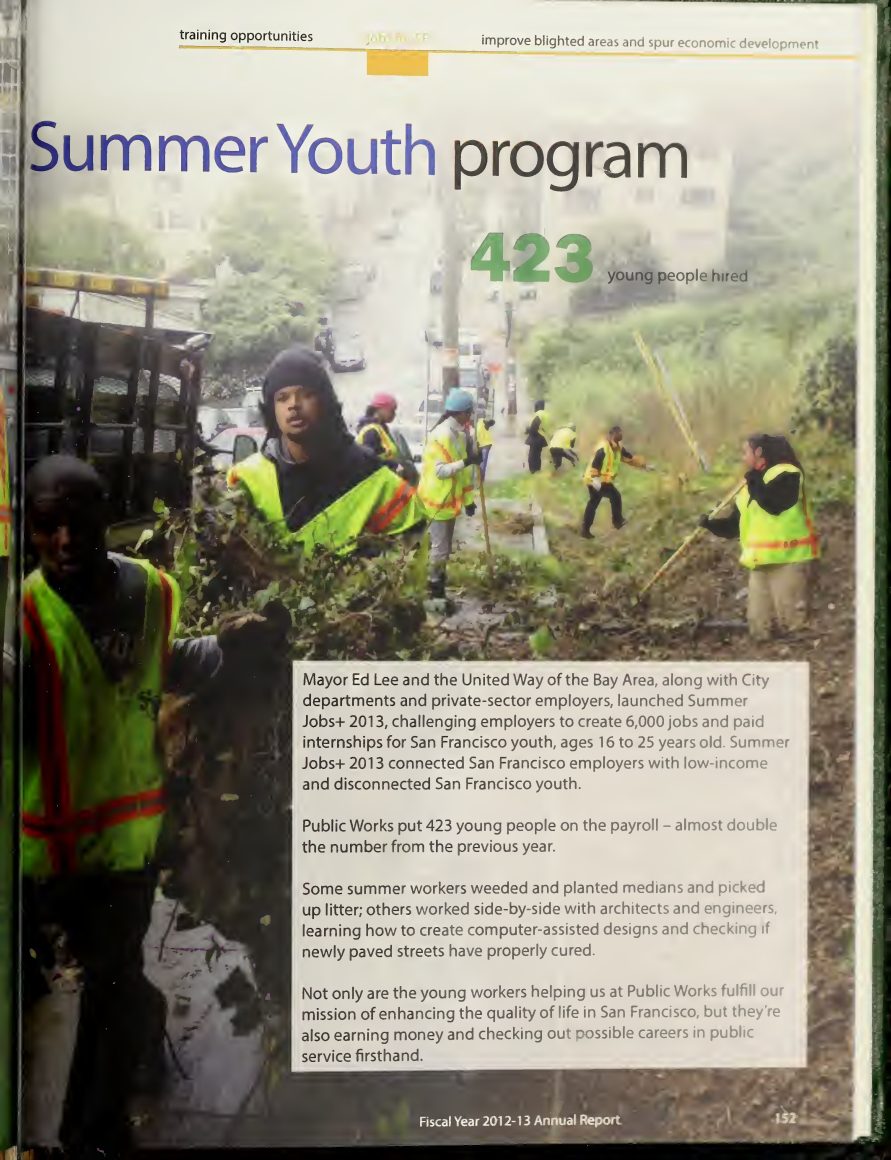
In order to successfully complete the program, apprentices are required to perform 4,000 on-the-job work hours and complete horticulture courses at City College of San Francisco.

The first class of six apprentices started the program in January 2012, and four additional apprentices started in August 2012. Of the 10 apprentices who started in 2012, three have accepted full-time gardener positions with the Recreation and Park Department. Fifty percent of the initial six apprentices and 30 percent of the overall introductory class have received permanent, full-time gardener positions after successfully completing one year of the gardener program.



Summer Youth program

423 young people hired

A group of young people, mostly Black and Hispanic, are working on a street cleanup project. They are wearing bright yellow-green high-visibility safety vests over their casual clothing. Some are wearing hard hats. They are using tools like shovels and rakes to clear debris and weeds from a street. In the background, there are parked cars and a city street scene. The overall tone is one of active community service and urban improvement.

Mayor Ed Lee and the United Way of the Bay Area, along with City departments and private-sector employers, launched Summer Jobs+ 2013, challenging employers to create 6,000 jobs and paid internships for San Francisco youth, ages 16 to 25 years old. Summer Jobs+ 2013 connected San Francisco employers with low-income and disconnected San Francisco youth.

Public Works put 423 young people on the payroll – almost double the number from the previous year.

Some summer workers weeded and planted medians and picked up litter; others worked side-by-side with architects and engineers, learning how to create computer-assisted designs and checking if newly paved streets have properly cured.

Not only are the young workers helping us at Public Works fulfill our mission of enhancing the quality of life in San Francisco, but they're also earning money and checking out possible careers in public service firsthand.

local hiring

Giving San Francisco residents and businesses City work is a high priority for us. We hire local San Francisco businesses, or Local Business Enterprises (LBE), and we ensure our contractors hire people who live in San Francisco.

The Bayview Branch Library was one example where Public Works went out of its way to bid the project so people had opportunities to make this happen. The LBE goal at the library was set at 30 percent and we met an unprecedented level of 68 percent, in part by awarding the prime contract to an LBE firm. And we hired workers not just from San Francisco, but from the local community, with 43 workers from the Bayview and surrounding neighborhoods.

Many workers started on early phases of the library project and were kept on for later phases, demonstrating that if opportunities are real and you're willing to put people into a job, they can and will succeed.

On our large-scale construction projects we also are met and exceeded expectations. For example, on the San Francisco General Hospital project, 151 LBE contracts were in place as of June 2013, with an estimated value of \$63 million. On the Jefferson Streetscape project, our LBE goal was 25 percent, but it tracked at 39 percent, and for the Great Highway improvements, the LBE goal was 25 percent, but we accomplished 61 percent.

We work hard to make sure that we employ as many San Francisco residents as possible. For every additional construction worker that we add to the projects, we not only are creating a job, we are helping the local economy. The average construction worker earns \$85,000 per year. Based on U.S. Census data, this person is likely to support a family of two and spend about two-thirds of his or her take-home income in San Francisco. That translates to spending an average of \$688 in groceries per month, helping to expand the San Francisco economy.





Photo: David Navarette

local artisans

One component of the Mayor's 17-Point Jobs Plan is to support local artisan manufacturing. When our architects were asked to renovate the Cabrillo Clubhouse, originally built in the late 1930s, they looked to Phoenix Day to craft chandeliers and wall sconces. Phoenix Day, whose factory is in the Bayview neighborhood, was founded in 1850 and has been in business ever since. Likewise, the new Bayview Branch Library included locally made tiles from Heath Ceramics, a Bay Area company that recently opened a new factory in San Francisco.



Photo: David Navarette



Market Street paving

As part of Mayor Ed Lee's 17-Point Jobs Plan, Public Works supports local and new businesses in the Central Market area. We significantly impacted the area by making roadway improvements to Market Street from Van Ness Avenue to The Embarcadero. Crews worked around the clock over three separate weekends to minimize impacts to the businesses, planned special events and the summer tourist season. Crews laid down 673 tons of asphalt covering 53,800 square feet of roadway and improved the curb lanes on Market Street to provide a safer experience for cyclists and motorists.

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Photo: David Navarette



A 24/7 operation, Public Works:

cleans and resurfaces streets; plants and nurtures City trees; designs, constructs and maintains City-owned facilities; inspects streets and sidewalks; builds curb ramps; eradicates graffiti; grants and enforces permits; partners with SF neighborhoods; trains people for jobs; greens the right of way and educates our communities.



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